

Strategic Plan Notes in the Preparation Of

Barbados Coalition of
Service Industries Inc.

Prepared by Project Manager – Michelle Hustler – April 16, 2009

Barbados Coalition of Service Industries

Section 1 – Mission Statement and Objectives

Mission Statement and Objectives

Mission Statement

The originally stated mission statement is as follows: **'to develop and diversify the services sector and to prepare service providers to manage the challenges and opportunities which will be presented in an era of expanding global markets'**.

Vision Statement

The organization presently has no vision statement.

Objectives

The objectives of the organization are as follows:

- To promote the further development and competitiveness of Barbados' service sector;
- To ensure that the highest industry standards are met by all Barbadian service providers;
- To educate Barbados service providers on relevant aspects of the CSME, WTO, EPA and other trade agreements and on any government policies or issues which can affect trade in services*;
- To represent the interests of Barbadian service providers by lobbying government for legislative and policy changes which will promote fair multinational rules for trade in services;
- To provide Barbadian service providers with knowledge of export opportunities and to promote export activities.

*This objective has been adjusted to reflect the present agreements. The original objective lists the CSME, FTAA, WTO, ACP-EU – two of which are no longer relevant.

Background of the Objectives

The original source of the specific above noted objectives have not been determined. However in the 2004 *Barbados Private Sector Response to Globalization*, by Grenville Phillips II the following coalition objectives are outlined:

- To provide Barbados service providers with knowledge of export opportunities.
- To organise trade missions to identify and exploit market opportunities.

- To encourage Barbados service providers to engage in developing export programmes and promotional activities through collaboration locally, regionally, and internationally.
- To promote the further development and competitiveness of the Barbados services sector.
- To ensure that the highest industry standards are met by all Barbados service providers.
- To educate the Barbados service providers on relevant aspects of the Caricom Single Market and Economy, Free Trade of the Americas, World Trade Organisation, African-Caribbean-Pacific/European Union, and any other trade agreements or developments that can affect trade in services.
- To educate Barbados service providers on relevant Government policies that can assist or hinder the export of services.
- To represent the interests of the Barbados services sector, including lobbying Government and promoting fair multinational rules for trade in services.

The original objectives of National Coalition of Service Industries as noted by CARICOM Secretariat are as follows:

- To provide the service providers with knowledge of export opportunities;
- To organise trade missions to identify and exploit market opportunities;
- To encourage service providers to engage in developing export programmes and promotional activities through collaboration locally, regionally, and internationally;
- To promote the further development and competitiveness of the services sector;
- To ensure that the highest industry standards are met by all service providers;
- To educate the service providers on relevant aspects of the CARICOM Single Market and Economy (CSME), Free Trade of the Americas (FTAA), the Economic Partnership Agreements (EPAs) of the EU-ACP, the World Trade Organisation's General Agreement on Trade in Services (GATS) and any other trade agreements or developments that can affect trade in services;
- To educate service providers on relevant government policies that can assist or hinder the export of services;
- To represent the interests of the services sector, including lobbying government and promoting fair multi-lateral rules for trade in services;
- To promote the organisation of non-organised service providers into associations;
- To advise government on market conditions/trends with a view to implement/relax policies to facilitate the growth of local practitioners;

- To encourage strategic alliances/partnerships with regional and extra-regional counterparts;
- To ensure that factors such as population, GDP, size of country and educational resources are contemplated during the implementation of any trade agreement.

To Note I

These CARICOM identified objectives are important to note. The establishment of regional Coalitions is presently a CARICOM mandate. There has been discussion nationally with respect as to which organization is responsible for Export Promotion of services and Education, specifically on the trade agreements. Both of these activities are clearly noted in the objectives outlined by CARICOM (and the BCSI) and should not be omitted in the work of the organization for the reason of perceived duplication.

To Note II

It should be recognized that the ultimate aim of the organization based on the objectives is to generate foreign exchange through the export of services. While this point need not be stated directly in promotional literature, the staff and Board Members must be cognizant of this point.

To Note III

The BCSI is the first coalition established in the region. It is also one of the first coalitions established in a developing country. Key international coalitions include:

- Australian Services Roundtable*
- Brazilian Association of Information Technology and Communication*
- Canadian Services Coalition*
- European Services Forum*
- Financial Leaders Group, International*
- Hong Kong Coalition of Service Industries*
- International Financial Services, UK (formerly British Invisibles)*
- Irish Coalition of Services Industries
- Keidanren (Japan Services Network)*
- National Association of Software and Service Companies, India*
- National Federation of Service Industries, Norway
- Service Exporting Companies Committee of the Santiago Chamber of Commerce, Chile

- Singapore Coalition of Service Industries
- Swedish Coalition of Service Industries
- Taiwan Coalition of Service Industries*
- Trinidad and Tobago Coalition of Service Industries*
- Saint Lucia Coalition of Services Industries
- Uganda Services Exporters' Association
- United States Coalition of Service Industries*
- Wellington Regional Chamber, New Zealand*

Not all of these coalitions are active. The members of the Global Coalition of Service Industries are indicated by asterisks (*).

The role of the majority of the above-noted coalitions is that of lobbying and advocacy. Their membership is generally comprised of large international services firms. It is sometimes presupposed that, like these international coalitions, the function of the BCSI would be primarily as a lobbying institution.

This cannot be the case for many reasons – our membership is not comprised of large international firms, rather very small national firms. Their primary objective is not to seek increased market access, like the members of the larger coalitions. Indeed because the majority of our members do not in fact have much *awareness* of the services sectors and relevant issues therein, the BCSI cannot lobby on their behalf until the services sector has developed a voice. This entails education and even export promotion, to encourage service providers to move away from a typically defensive stance.

To Note IV

Henry Gill, in the Caribbean coalition foundation paper, *Towards a Caribbean Coalition of Service Industries*, noted, “The essential purpose of the CCSI should be twofold: to promote the development of the sector in the Caribbean and to perform an advocacy function.” He outlined six objectives; Awareness Building, Institution Building, Sector Development and Policy Action, Investment and Export Promotion, International Negotiations and Research and Information Dissemination.

Conclusion

All of this to say, the substance of BCSI’s objectives is appropriate for the realities of a Caribbean Coalition. It will be demonstrated below that the BCSI’s objectives are being well satisfied through the BCSI’s present work programme.

For Attention

The stated objectives of the organization are not well worded and should be revised to maintain the thought while ameliorating the accuracy.

For example, the BCSI cannot *ensure* that the highest industry standards are met. The BCSI can *encourage* service providers to adopt the highest industry standards or the BCSI can facilitate the establishment of industry standards where they do not exist.


As well the objective - to educate Barbados service providers on relevant aspects of the CSME, WTO, EPA and other trade agreements and on any government policies or issues which can affect trade in services – is not a long term objectives as the pertinent agreements will change, as well there are also regional policies that are relevant. The objective should simply read – *To educate Barbadian service providers on trade agreements and on policies or issues which can affect trade in services.*

Readings relevant to the above:

Henry Gill, *Towards a Caribbean Coalition of Service Industries: A Concept Paper*, for Caribbean Export Development Agency, 1999.

Julian Arkell, *Forming and Running a National Coalition of Service Industries: An Action Checklist Including Ideas on Issues to Tackle*, for International Trade and Services Policy, 1997

Lisa Callendar, *Interim Report on Existing and Emerging Models of Service Industry Coalitions, Structures and Sources of Funding*, For Barbados Coalition of Service Industries, CARICOM Secretariat,



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Section 2 – Organization Background

Organization Background

In 2001, the CARICOM secretariat recommended that a services coalition be established in each member state. It was foreseen that this agency would serve as a focal point for the services sector and, amongst its roles, function as a lobbying institution in order to provide CARICOM, governments and negotiators with general and sectoral positions as it related to trade in services. The proposed coalition would be a member of the Technical Working Group in Services, an organ of the Caribbean Community.

The CARICOM push for an agency responsible for the services sector was occurring alongside declining agriculture and manufacturing sectors. Rising costs and the erosion of preferential market access were making these sectors less relevant than ever to the Barbadian economy. At the same time, in the wake of the World Trade Centre disaster in September 2001, the volatility of the tourism sector was glaring and the challenge of improving economic security by diversifying away from the tourism industry became paramount.

Further, Barbados regionally and otherwise, enjoys a competitive advantage in its human resources. The country prides itself on its reputation of being a provider of high-quality services, as tertiary education is provided at very little or no cost. However, jobs in the tourism sector, the primary employer, are generally low skilled. Therefore, there is opportunity to both generate foreign exchange through the export of services and a need to increase value added positions in the services sector in order to create more productive, better paying jobs and increase the return to education.

All of these factors served as catalysts in the Government of Barbados' decision to support the CARICOM initiative to set up a coalition of service industries in Barbados.

To Note

- The Barbados Professional Services Export Committee was formed in March, 2002 at the request of Lynette Eastmond, Director of the International Business Department of the Ministry of Economic Affairs.
- During a meeting of representatives of the Export Committee in July 2002, Timothy Odle, Deputy Program Manager of the CARICOM secretariat encouraged the Committee to evolve into a Coalition of Service Industries.
- In October, 2002 the Barbados Coalition of Service Industries (BCSI) held its first Annual General Meeting.
- In November, 2002 the Barbados Coalition of Service Industries was officially launched.
- In 2003-2004, the Government of Barbados financially supported the BCSI at \$250,000 Bds. and has continued to support the organization since.
- The BCSI secretariat, the working arm of the organization, was established in January, 2004.

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Section 3 – Export Promotion Strategy

Export Promotion Strategy

Given that the ultimate objective of the organization is to generate foreign exchange through the export of services, a strategy was defined to capture all service providers and to enable them to achieve this goal.

Recognizing that services exporting is a process, the BCSI has adopted a four-fold approach to this end: Education, Business Development, Export Promotion, Lobbying and Advocacy.



Figure 1

Strategy Explained


Service exporting begins with the understanding of the concepts of trade in services – awareness – this point is articulated in the Gill and Arkell papers noted on page 7. The BCSI labels the awareness process as **Education**. Education addresses issues such as; what is a service, what is trade in services, how are services traded, why is trade in services important to our economy, what trade agreements is Barbados signatory to, what opportunities exist vis-a-vis these agreements, etc.

Upon acquiring the understanding that a service provider is indeed providing a service that is exportable and that there exists a framework for services exporting, a service provider must develop the capacity to export. The capacity to export involves many facets. Some of these elements include the importance of the use of technology, networking and alliances, successful business negotiations and proposal writing. This arm of the organization is known simply as **Development**.

When a company that has the capacity to export will need to develop export markets - meet with clients, potential strategic partners and business support organizations in the target country. This is achieved through **Export Promotion**.

The BCSI recognizes that the most meaningful input in terms of public policies with respect to trade in services or input into trade negotiations come from service providers who have attempted to export or who have indeed exported successfully, as it is at this point that they will understand better their potential as a service exporter and their needs in this respect. As a general understanding, service providers who have not exported maintain an unnecessarily and unrealistically defensive stance or one based on misapprehensions. Service exporters tend to act from a more offensive position. **Lobbying and Advocacy** affects the other elements of the process.

There are four project staff members at the BCSI, a four-fold strategy, four units and four core projects.



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Section 4 – Projects

Projects

There are four project staff members at the BCSI, a four-fold strategy, four units and four core projects.

PROJECT UNIT	EDUCATION (Communication)	DEVELOPMENT	EXPORT PROMOTION	LOBBYING/ADVOCACY (Member Relations)
PROJECT OFFICER RESPONSIBLE	Tonya Haynes	Lavine Small	Michelle Hustler	Natasha Boyce
RESPONSIBILITIES SPECIFIC TO UNIT	<p>Distribution of information relating to Trade in Services to public and membership;</p> <p>Maintaining and developing the website;</p> <p>Preparing electronic and print newsletters;</p> <p>Maintaining members database lists;</p> <p>Developing and enhancing BCSI's public relations presence nationally and internationally;</p> <p>Developing and enhancing communication tools;</p> <p>Developing and enhancing marketing tools;</p> <p>Designing and overseeing other projects related to Education (Communications).</p>	<p>Developing workshops and/or programmes that will enhance the services sector's export readiness and competitiveness;</p> <p>Developing workshops and/or programmes that will enable service providers to achieve international standards;</p> <p>Collaborating with partners where possible in the development of the services sector;</p> <p>Developing an awards/recognition programme that highlights the achievements of successful members</p>	<p>Organizing services trade missions;</p> <p>Developing and refining a services trade mission model;</p> <p>Participating in trade shows;</p> <p>Organizing other export promotion events for the services sector;</p> <p>Providing service providers with export opportunities.</p>	<p>Managing the Association Incubation and Support Unit;</p> <p>Lobbying on behalf of service association and service providers;</p> <p>Assisting in the formation of service associations;</p> <p>Assisting in the development and strengthening of service associations;</p> <p>Managing the relationship between service associations and the BCSI;</p> <p>Oversight of the quarterly members meetings;</p> <p>Obtaining positions from service associations and sectors on behalf of the BCSI and other organizations;</p> <p>Making proposals on behalf of the associations that will serve to strengthen the services sector.</p>

CORE PROJECT	The Flying Fish Newsletter	SECEP	Trade Missions	AISU
ACTIVITIES (per 2009-2010 Estimates)	E-Newsletter Print Newsletter Website Stock Photography Newspaper Column	SECEP Launch SECEP Series ISO 9000 Training	Trade Mission Suriname Trade Mission West Midlands Trade Show Miami Trade Show BMEX	AISU Member's Meetings

Project Descriptions

Education (Communications/Public Relations)

The Flying Fish Newsletter

Distributed electronically on a bi-weekly basis to reflect the updating of BCSI's website and quarterly in print, this newsletter offers trade news, opportunities, highlights success stories and keeps BCSI members informed of national and international events and developments in international trade.



The Flying Fish

While services have always played a critical role in facilitating all aspects of economic activity, the concept of 'trade in services' is a relatively new one. As the starting point towards the export of services, a service provider needs to develop an understanding that the services they provide are indeed exportable.

The BCSI undertakes to educate members on all aspects of trade in services whether the notion of services exporting is a new one, or whether they are seasoned exporters. This is achieved through the BCSI's Flying Fish Newsletter and website – www.bcsi.org.bb.

The e-newsletter is circulated to members on a bi-weekly basis and refers them back to the BCSI website. The website and newsletter includes information such as BCSI news, trade news, a listing of regional opportunities, practical tips on successful services exporting and upcoming events of interest.

Development

Building Businesses - Service Exporters Certificate of Excellence Programme (SECEP)

The SECEP programme is a series of interactive workshops hosted by industry professionals aimed at equipping local service providers with the skills needed to become export-ready



SECEP

Under the banner of 'Development' the BCSI has introduced the Service Exporters' Certificate of Excellence Programme (SECEP). SECEP is seven module programme designed to assist and enable service exporters and potential service exporters in expanding their business ventures in markets outside of Barbados.

The programme training is based on the International Trade Centre's training series Successful Services Exporting – Service Exporters Participants which has been taught and accepted throughout the world. The programme will prepare participants to compete successfully in regional and international markets.

It is expected that participants who have completed the programme will have acquired a thorough understanding of the ins and outs of services exporting, developed the skills necessary to export their services and will be imparted with an energized attitude towards services exporting.

Successful participants, those who have completed at least five of the seven modules, will receive the Service Exporters Certificate of Excellence and possible subventions in upcoming trade missions.

Export Promotion

Exporting Excellence – Trade Missions

The BCSI has developed expertise in the area of Services Trade Missions and continues to expand and refine this successful model. The organization has conducted eight services trade missions to date across the region.



Trade Missions

When a company has achieved a measure of export readiness, the BCSI facilitates its export efforts through the hosting of trade missions and trade shows.

The BCSI has refined a unique template for services trade missions that allows mission participants to establish the credibility and linkages necessary in achieving export success in the market.

Lobbying and Advocacy (Member Relations)

Supporting Services – Association Incubation and Support Unit

The AISU is intended to strengthen service associations through the provision of administrative and developmental support. Stronger associations will play a more strategic role in the BCSI's lobbying and advocacy efforts.



AISU

In the organization's efforts to strengthen and develop the local services sector with specific reference to lobbying and advocacy, the BCSI has launched the Association Incubation and Support Unit (AISU) in October, 2008.

The BCSI understands, that stronger service association will play a more strategic role in the lobbying and advocacy efforts of the organization. Noting that very few of the service associations that constitute BCSI's membership, have a secretariat available to them, and were therefore not functioning at full capacity, the BCSI made the decision to undertake the administrative functions of the associations requiring these services.

AISU offers members secretariat services, including; email and correspondence services, database and record management, even a location for board meetings, as well as simply the permanency of a fixed mailing address, phone number and email address many of the associations are presently lacking.

In tandem with the administrative services being offered, through AISU the BCSI will assist members in developing the association through member expansion programmes, export promotion programmes, a web presence and effective fund-raising activities.

To Note I

The Programme Implementation Guide for Trade Support Institutions – Services, a key document published by ITC lists the following as key activities to be undertaken by a Trade in Services Organization:

- Establishing an Export Committee
- Promoting Awareness of Services Industries Trends
- Successful Services Exporting Workshop
- Articles, Newsletters and Publications
- Creating a Recognition Program

- Staging Partnering Events
- Participating in National and Global Networks
- Putting 'Trade in Services' into your Organization's Website
- Establishing Your Presence on ServExport.com Web Portal
- Working with your Government
- Trade in Services Publications

These activities are indeed undertaken by the BCSI.


To Note II

Diane Gerard, Certified International Trade Consultant with experience in over seventy countries states:

"The Barbados Coalition of Service Industries is highly effective in fulfilling their mandate of supporting the needs of service providers and associations in Barbados. Worthy of note are the excellent training and events, the up-to-date and highly interactive website, and the association support program known as AISU. Other coalitions, both in the region and around the world, are learning from the best practices put into place by BCSI. They have an excellent understanding of the potential of the service sector and more importantly have developed relevant programmes and initiatives designed to achieve results."

Reading relevant to the above:

International Trade Centre, *Successful Services Exporting – Programme Implementation Guide for Trade Support Institutions - Services*



Barbados Coalition of Service Industries

Section 5 - Achievements

Achievements

The BCSI accomplishments over the past five years are many (Jan. 2004 – December 2008). The accomplishments have been numerous. The most noteworthy are noted below.

Education

The BCSI seeks to educate our members primarily through weekly newsletters and the BCSI website (www.bcsi.org.bb).

The newsletter has been recently relaunched (October 2008) and includes the following information BCSI News, Trade News, Upcoming Events, Opportunities and Learning Pieces related to successfully exporting services.

The website development is ongoing. Beyond the information included in the newsletter, the website houses many relevant trade documents, documents relating to the establishment of a coalition of services industries, documents relating to the establishment of a service association, membership listings and information, a member's forum and more. The website is maintained on a weekly basis.

The BCSI has also recently established a Facebook group for more effective communication with its members.

Other accomplishments under the banner of Education include:

- Production of informative brochures for both the domestic and international markets
- The development of a website to facilitate the establishment of regional coalitions, (www.servicescoalition.org).

Development

The organization has hosted over twenty developmental workshops over the past five years. These include:

- Successful Services Exporting Two Day Workshop (July, 2004)
- Procurement Workshop Series (4 Workshops) including topics; IFI Guidelines (February, 2005), Practical Procurement (June, 2005), Networking/Strategic Alliances (August, 2005), Proposal Writing (May, 2006)
- Securing Success in Services Export Workshop series (6 Workshops) including topics; Assessing Financial Risk (October, 2006), Negotiations (November, 2006, January, 2007), Services Branding (February, 2007), Financing (March, 2007), Marketing (September, 2007)
- Successful Services Exporting – Trade Support Institutions and Associations Regional Workshop (May, 2007)

- Effective Proposal Writing Two Day Workshop in collaboration with the Caribbean Export and Development Agency (June, 2007)
- Effective Project Management Two Day Workshop (2 Workshops) (August, September 2007)
- Service Exporters' Certificate of Excellence Programme (SECEP) Series (7 workshops) including topics; Small Firm Sustainability (April, 2008), Your Brand of Service (May, 2008), Working with Strategic Alliances (July, 2008), Networking Effectively (September, 2008), Establishing Credibility (October, 2008), Developing Markets and Initial Market Entry (December, 2008), Succeeding as a Services Exporters (January, 2009)
- Effective Proposal Writing Three Day Workshop in collaboration with the Barbados Association of Non-Governmental Organizations (August, 2008)
- Three day RABQSA Certified ISO 9001:2000 Internal Auditor Training (August, 2008)

The BCSI also relays information to members concerning numerous national workshops and developmental opportunities and will soon be in the position to offer members discounts to these.

Export Promotion

The BCSI has developed expertise in the area of Services Trade Missions and continues to expand and refine this successful model. Also noteworthy, the organization provides on a weekly basis a listing of regional opportunities available through the international financial institutions and other agencies in the newsletter and on the website.

- Participation in over 15 trade shows, including Barbados Expo – London, Barbados Expo – New York, China-Caribbean Economic Partnership Forum and Trade Fair, Guy Expo and Miami CCAA
- Hosting of eight services trade missions, including missions to St. Lucia, St. Vincent, Guyana, Suriname, Dominican Republic, Martinique, Curacao and the Bahamas
- Participation in five trade missions, including Dominica, St. Kitts, Guyana, Miami and the EU
- Weekly provision of regional export opportunities

Lobbying

The BCSI has recently revised its lobbying strategy and has dedicated resources to this area. As a result the BCSI will become more active in this role. Activities undertaken with reference to lobbying include:

- Compilation of barriers to trade and suggestions for remedy
- Compilation of suggestions to government for encouraging services exports


- Member of the Technical Working Group in Services
- Member of the Barbados Private Sector Association
- Member of the Global Services Coalition
- Hosting of several sector focus groups

The BCSI has also been instrumental in the establishment of the Barbados ICT Professionals Association and the Caribbean Association of Certified Management Consultants and have assisted many other corporate members generally and with specific activities.

Regional Support

Having been the first coalition in the Caribbean to launch and continuing as an effective and valuable organization, the BCSI is seen as a benchmark and has been called on to assist the region in its efforts to establish national coalitions.

- Lead in a BCSI – CARICOM project funded by ProInvest entitled - Formation of National and Regional (CARICOM) Services Coalitions to promote the Development, Competitiveness and Export of the Region's Private Sector - Services Component, which comprises of a diagnostic and assessment of willingness conducted in Jamaica, Bahamas, Belize and Suriname
- Hosted the first regional coalition meeting relating to the above mentioned project with public and private representatives from eleven member states in (May 2007)
- Established the www.servicescoalition.org website as a resource to the CARICOM coalitions
- Hosted an intern from the University of West Indies in a project that would facilitate the establishment of the St. Kitts and Nevis Coalition of Service Industries
- Participated in the launch of the St. Vincent and the Grenadines Coalition of Service Industries
- Delivered presentations regarding the establishment of a services coalition in St. Kitts and Nevis, St. Vincent and the Grenadines, Dominica, Belize and Curacao
- Provided information on request to CARICOM, St. Vincent and the Grenadines, St. Lucia, St. Kitts and Nevis, Trinidad and Tobago, Jamaica, Belize, Suriname and Egypt on the management of a services coalition
- Delivered a presentation at the Services ExportNet conference in February 2007, a grouping of many African and South and Central American Services Leaders regarding establishing a services coalition



Barbados Coalition of Service Industries

Section 6 – Indicators

Indicators

The indicators of success of the BCSI are many and differ depending on the unit. The primary indicators with respect to each unit are noted below.

Education

- The number of persons receiving the electronic newsletters
- The number of hits the BCSI website receives per month
- The number of inquiries received with respect to Opportunities or Events

Development

- The number of persons trained in each developmental activity
- The improvement of 'export readiness' by SECEP programme participants upon completion of the programme (this is measured via the International Trade Centre's Export Readiness Assessment for Service Providers)
- The number of persons implementing the information acquired in the training for the development of their business / association (this is measured by an independent evaluator of those persons who have been nominated to receive a BCSI award)

Export Promotion

- The number of persons participating in BCSI trade missions
- The number of trade missions successes including contracts obtained, joint ventures or other partnerships formed (this is measured through the mission report and evaluation and subsequent follow up)
- An increase in the number of service exporters (we will endeavour to measure this information through the BCSI comprehensive membership questionnaire)

Lobbying/Advocacy

- Increased recognition of the BCSI as representative of the services sector (this is measured by the number and significance of the requests the BCSI receives from the various Ministries and national organizations)
- Increased recognition of the BCSI as central contact point by regional and international agencies
- The utilization of AISU support services
- The number of new members the organization acquires per year
- The number of associations formed per year

Barbados Coalition of Service Industries

Section 7 – Plans for 2009-2010 and Beyond

Plans for 2009-2010 and Beyond

The BCSI will continue to apply its four fold approach to services exporting in the development of its work programme for 2009 – 2010. The four core units and the four core projects noted above will apply.

New initiatives will also be undertaken in 2009 – 2010, in particular to encourage communication and awareness of the BCSI and of the importance of the services sector. These include a printed newsletter, a monthly news column, electronic messaging, SMS distribution and the development of personalized customer relation management software.

The BCSI will also seek to host an Annual Awards Ceremony, to highlight the accomplishments of our successful members to help them gain credibility in the international marketplace and to uphold these members as benchmarks to other service providers.

The budget for 2009-2010 follows.

For Attention

What next?



The Flying Fish Newsletter

While services have always played a critical role in facilitating all aspects of economic activity, the concept of ‘trade in services’ is a relatively new one. As the starting point towards the export of services, a service provider needs to develop an understanding that the services they provide are indeed exportable.

The BCSI undertakes to educate members on all aspects of trade in services whether the notion of services exporting is a new one, or whether they are seasoned exporters. This is achieved through the BCSI’s Flying Fish Newsletter and website – www.bcsi.org.bb.

The e-newsletter is circulated to members on a weekly basis and refers them back to the BCSI website. The website and newsletter includes information such as BCSI news, trade news, a listing of regional opportunities, practical tips on successful services exporting and upcoming events of interest.

Project Name:	Education (Communications)	
Objectives:	To educate service providers on national, regional and international issues affecting trade in services To inform members on BCSI activities	
Brief Description:	Through the weekly e-newsletter, the quarterly print newsletter, a bi-weekly newspaper column and the BCSI website, the BCSI will provide its membership and the general public with information on trade in services, as well as keep the members abreast of the BCSI activities.	
Costs and Resources:	Website Upgrades and Maintenance	
	Bi-Weekly Newspaper Column	
	Quarterly Print Newsletter	
	PR Support	
	Photographer (Barbados services sector stock photos)	
	TOTAL	



SECEP – Building Businesses

Upon acquiring an understanding of trade in services and the importance of services exporting to our economy, the BCSI has undertaken to develop the capacities necessary to enable services companies to export successfully. Accordingly, the BCSI has implemented the Service Exporters’ Certificate of Excellence Programme (SECEP).

SECEP is a series of one-day workshops that runs throughout the year. The objective of the programme is to equip services companies with the horizontal skills necessary to enhance their international competitiveness, in any market. The programme training is based on the International Trade Centre’s (Geneva) training series *Successful Services Exporting – Service Exporters Participants*, which has been taught and accepted throughout the world and will be facilitated by qualified BCSI members. It is expected that participants who have completed the programme will have acquired a thorough understanding of the ins and outs of services exporting, will have developed the necessary skills and will be imparted with an energized attitude towards services exporting.

Project Name:	Development	
Objectives:	<p>To develop the capacity of service providers to both export their services successfully and to increase their domestic competitiveness</p> <p>To increase the awareness of the importance of Trade in Services and the numbers of service providers exporting</p>	
Brief Description:	<p>The BCSI will offer training on a approximate monthly basis. We will also partner with other Business Support Organization to offer a larger session and to reduce redundancies.</p> <p>Before the training series is conducted, the BCSI will asses the needs of our membership via surveys and the resources available through our membership. Training will be organic – by our members for our members – to the largest extent possible.</p>	
Costs and Resources:	Successful Services Exporting – 2 Day Workshop:An Introductory Workshop on Trade in Services	
	7 Workshops - SECEP Series @ \$10,000	
	Awards Presentation Reception	
	2 Collaborations – Associate Members @ \$7,500	
	ISO Internal Auditing Training	
	TOTAL	

EXPORT PROMOTION



BCSI Trade Missions – Exporting Excellence

When a company has achieved a measure of export readiness, the BCSI facilitates its export efforts through the hosting of trade missions and trade shows.

The BCSI has refined a unique template for services trade missions that allows mission participants to establish the credibility and linkages necessary in achieving export success in the market.

Project Name:	Export Promotion (Trade Missions)	
Objectives:	<p>To increase foreign exchange earnings</p> <p>To establish strategic alliances with host country</p> <p>To expand BCSI network</p> <p>To conduct necessary research/groundwork that will facilitate exporting to host country in the future</p>	
Brief Description:	<p>Trade missions incorporate the following components:</p> <ul style="list-style-type: none"> • Business Forum • Business-to-Business Meetings • Networking Reception <p>The promotion of cultural services will also be an integral component of any future trade mission. These services will be highlighted during the mission, specifically at the Networking Reception.</p> <p>Ideally, other national/regional export promotion agencies will be included in the missions. The anticipation is that, by including other organizations/member states, the missions will receive more support and will ultimately yield more results.</p>	
Costs and Resources:	Trade Mission to Suriname	
	Trade Mission to West Midlands, UK	
	TOTAL	

Project Name:	Export Promotion (Trade Shows)	
Objectives:	<p>To showcase the range and the quality of Barbados' service providers</p> <p>To highlight members' services</p> <p>To expand BCSI network</p> <p>To actively seek opportunities for members</p> <p>To increase foreign exchange earnings</p> <p>To conduct necessary research/groundwork that will facilitate exporting to host country in the future</p>	
Brief Description:	<p>Trade shows are no longer simply for manufacturers and generally include a large service component. The BCSI and its members have reaped significant benefits in having participated at trade shows the past years. Participation in trade shows is an effective means of marketing the high-quality services of the country and as a networking tool. Further, past trade shows have also resulted in contracts secured for participants. The BCSI will participate in at least three trade shows over the course of the year. Confirmed events include:</p> <ul style="list-style-type: none"> • Miami CCAA 2009 • BMEX 2009 	
Costs and Resources:	Participation in Trade Shows	
	TOTAL	

LOBBYING/ADVOCACY



AISU – Supporting Services

The BCSI recognizes that the most meaningful input in terms of public policies with respect to trade in services or input into trade negotiations come from service providers who have attempted to export or who have indeed exported successfully. As a general understanding, service providers who have not exported maintain an unnecessarily defensive stance or one based on misapprehensions.

Furthermore, the BCSI understands, that stronger service association will play a more strategic role in the lobbying and advocacy efforts of the organization. Therefore, while the BCSI continues to enable service providers to export, it has also established AISU (Association Incubation and Support Unit) which will strengthen service associations through the provision of administrative and developmental support.

Project Name:	Lobby/Advocacy (Member Relations)	
Objectives:	To develop and support services associations To lobby on behalf of the BCSI membership To bring the BCSI constituents together in a formal arrangement in order to strengthen our relationship with our members	
Brief Description:	Through the AISU, the BCSI will support the establishment and the development of service associations and undertake its lobbying and advocacy efforts.	
Costs and Resources:	AISU (including one administrative staff)	
	Association Support	
	Starter Package	
	3 Members Meeting @ \$7,500	
	Annual General Meeting	
	Annual Report	
	TOTAL	

PARTICIPATION IN CONFERENCES AND WORKSHOPS

The BCSI is regularly asked to speak at or participate in working groups, conferences and workshops in the region. Many of these events directly complement the work of the organization. This line item is intended to accommodate this.

SPECIAL MISSIONS AND REPRESENTATIONS

This line item is intended to accommodate the BCSI's participation in extraordinary events, such as the bi-annual World Services Congress, sporadic Global Services Coalition Missions, the Frontiers in Services Conference and the Bi-Annual Trade Promotion Organization Conference, for example.