

## ANNEX 1: GRENADA INVESTMENT CLIMATE SURVEY

A survey of 201 firms was conducted in Grenada between January - April 2004 in order to gather the firm-level data for *A Diagnostic Review of the Investment Climate* conducted by FIAS. The survey instrument shares much of its structure and focus with other investment climate assessments carried out under the World Bank Group investment climate initiative, but is at the same time shaped by the distinctive priorities of the country.

The sample was selected from a list of firms that make contributions to the national insurance scheme (NIS) for their workers.<sup>1</sup> The sampled firms were chosen to ensure that they broadly reflect the Grenadian economic structure and focus on the areas where the Government actively encourages more investment. In addition, special attention was paid to large companies (those with 25 or more employees), firms in manufacturing and tourism and tourism-related sectors, as well as foreign owned establishments in order to gain a deeper understanding of their dynamics.

Although most of the sampled firms are located in St. George's town (98 firms) and St. George's parish (68 firms), other parishes are represented as well, including 12 firms in St. David's, 11 firms in St. Andrew's, 3 firms in St. John's parishes, and 5 firms in Carriacou. Some of the key features of the sample are highlighted here, while a more detailed breakdown of the participating firms by size and sector can be found in the table below.

*Sector distribution.* The sample includes 44 manufacturing firms and 56 tourism-related firms. The tourism sectors are broken down into hotels, including firms with hotel services as the main activity, and other tourism services, which include restaurants, yachting activities, tour guides, diving shops, travel bureaus, and shops catering to tourists (e.g. duty free shops). The classification of enterprises by sector is based on the recording of primary activity. It should be noted that five of the retail firms have manufacturing as secondary activity.

*Foreign companies.* The sampled firms include 45 companies with foreign ownership. Among the foreign-owned firms, 60 percent are fully foreign owned and only four out of 45 have a foreign ownership of less than 50 percent. The largest source of foreign ownership is other CARICOM countries (19 firms), followed by the USA (12 firms) and the UK (7 firms).

*Age of establishments.* Most of the firms (63 percent) have been in operation for more than 10 years, and just under half of these were established over 20 years ago.

*Women in business.* Overall, very few firms (21 percent) are owned by women.<sup>2</sup> Female directors and managers are more common (45 percent), especially in food processing, retail trade, hotels and restaurants, and other tourism-related businesses. However, the overall figures disguise a large discrepancy between domestic and foreign owned firms - women figure far more prominently in domestic firms than in foreign owned firms. Whereas only 18 percent of the owners of the foreign companies are women, 30 percent of the indigenous establishments have female owners. When it comes to female

---

<sup>1</sup> In constructing the sample frame, a number of sources were considered. The Company Registrar's Office provided a list, but not all companies on the list are actually operating and that there is no information on employment. The Grenada Industrial Development Council (GIDC) also maintains several company lists, but they cover only selected sectors and in particular companies accessing incentives. They also lack employment information. The NIS provided the most consistent list of companies with information on employment, sector and location, facilitating the breakdown of the sample frame to focus on specific target groups of companies.

<sup>2</sup> Including having women as the largest shareholders.

directors and managers, the ratios rise to 29 and 51 percent for foreign owned and domestic companies, respectively.

**DISTRIBUTION OF FIRMS IN SAMPLE BY SIZE AND SECTOR**

	Micro <10 employees	Small 10-24	Medium 25-74	Large 75+	Total	Domestic	Foreign
<i>Total</i>	71	55	43	32	201	156	45
Agriculture	2	2	0	1	5	5	0
Food processing	7	7	6	2	22	19	3
Garment & textile	2	3	1	0	6	6	0
Other manufacturing	6	4	4	2	16	15	1
Retail trade	9	3	7	3	22	17	5
Wholesale trade	4	2	3	2	11	8	3
Financial services	5	3	4	2	14	6	8
Information & Comm.	2	3	0	3	8	5	3
Construction	3	5	1	5	14	10	4
Hotels and restaurants	3	3	8	5	19	12	7
Other tourism related	21	10	4	2	37	29	8
Other	7	10	5	5	27	24	3
Manufacturing	15	14	11	4	44	40	4
Tourism	24	13	12	7	56	41	15
Foreign-owned	15	7	8	15	45	-	-

## ANNEX 2: CARIBBEAN FOREIGN INVESTOR PERCEPTION SURVEY

A Foreign Investor Perception Survey of 159 multinational firms operating in the Caribbean was conducted by the World Bank's Foreign Investor Advisory Service (FIAS)<sup>3</sup> between February - May 2004. The objective was to gauge the relative importance of the various factors influencing foreign investors' location decisions in the Caribbean region, as well as the attractiveness of different countries for FDI.

**Instrument.** The questionnaire was designed to collect information on key firm characteristics, the firm's evaluation of 42 factors in 8 categories that constitute a country's investment climate, the firm's assessment of the country where it had invested and of the alternatives considered. The 8 categories of factors include policy and legal environment, FDI framework, market access, labor characteristics, administrative procedures, taxation and customs, infrastructure and quality of life. Information was also collected on the sources firms relied on to form their views of the countries in the Caribbean, which should be of interest to the investment promotion institutions of the region. The survey was conducted primarily via telephone with the Chief Executive Officers and/or Chief Financial Officers of the subsidiaries in the Caribbean.

**Sample Selection.** The sample was selected from an extensive list of firms obtained from the investment promotion agencies and chambers of commerce in the Caribbean. Of 1,400 actual and potential investors compiled from these sources, 650 companies were selected as interview candidates. These firms were selected because they have international investments, represent a wide variety of sectors, and provide a fair representation of the different countries in the Caribbean.

In total, 201 companies were interviewed. Of these, 20 firms have headquarters in the Caribbean and are potential investors in another country in the region. However, the data collected from these investors was inadequate for an in-depth analysis. In addition, 22 enterprises were removed from the analysis because upon close scrutiny their investments should be classified as 100 percent local. Therefore, most of the analysis in the report is based on the information provided by 159 firms.

While one of the aims was to include firms at different stages of investment, information on past and prospective investments was difficult to obtain as very few enterprises are willing to discuss their future projects, or past failed efforts. Thus, with the exception of a few cases, information collected reflects the views of the enterprises that have invested in at least one country in the Caribbean.

**Sources of investment.** Firms with headquarters in North America account for the largest share of firms, at 45 percent of the total. Latin American and the Caribbean firms account for 40 percent of the firms. The remaining 15 percent of the surveyed firms originate from Europe and one from Japan. Over a third of the firms have a global workforce of only less than 100 people, but 23 percent of the firms have more than 10,000 workers globally.

**Size of investments.** The majority of the foreign firms interviewed were small in scale: 22 percent of the firms are micro businesses (1-10 employees), and 40 percent are small and medium enterprises (11-100 employees) account for another 40 percent of total firms. Correspondingly, the realized investments are also limited in size, with more than a third of the firms making investments of less than US\$1 million.

**Characteristics of the Caribbean subsidiaries.** Most of the companies (52 percent) are privately-held companies with limited liabilities. Publicly listed companies account for another 36 percent, while other

---

<sup>3</sup> Foreign Investment Advisory Service (World Bank/IFC).

forms of legal status (such as partnership, cooperative, etc.) are only marginally represented. The majority of the firms serve only the local market, although a significant share of the foreign-owned firms (20 percent) export all their production.

Table 1 presents the distribution of the firms by leading activities, as well as the average size of the work force, and levels of investment. Firms in textile and garments industries, which have one of the lowest capital intensities among all types of companies, are large employers and foreign exchange earners due to their export-orientation. By contrast, firms in the ICT-enabled services bring in much more capital on average, but do not provide as much employment and are much more geared towards serving the domestic market.

#### DISTRIBUTION OF FIRMS IN SAMPLE BY SECTOR

	Number of firms in sample	Average number of employees	Average investment (US\$'000)
Agriculture	5	49	255
Food processing	20	296	21,575
Textile & garments	10	682	3,472
Electric and electronics	12	325	85,950
Other Manufacturing	19	223	28,707
Tourism	10	249	29,536
Financial services	11	124	38,303
ICT-enabled services	13	91	97,011
Transport	5	40	1,830
Medical services	11	348	81,756
Professional Services	10	55	6,047
Construction	4	208	525
Energy	12	174	669,363
Retail/wholesale Services	17	135	5,133

#### FIRMS' RANKING OF INVESTMENT CLIMATE COMPONENTS Percentage (%) of respondents that considered either major or critical

Rank		Major	Critical	Both
1	Telecommunication	46.4	42.8	89.2
2	Power supply	43.5	42.5	86.0
3	Political/regime stability	41.8	43.9	85.7
4	Favorable attitude in country towards FDI	48.8	34.1	82.9
5	Labor productivity	41.8	40.7	82.5
6	Shipping and ports	39.9	41.5	81.4
7	Exchange rate stability	44.4	35.7	80.1
8	Tax rates	45.7	33.5	79.3
9	Skilled labor cost	44.9	34.2	79.1
10	Clarity and fairness of laws and	51.3	27.4	78.7
11	Availability of skilled technicians	45.8	32.1	77.9
12	Labor relations	46.6	31.1	77.7
13	Water supply	43.0	34.2	77.2
14	Quality of life	52.6	23.2	75.8
15	Health of the workforce	48.1	27.6	75.7
16	Investment incentives	42.7	32.6	75.3

17	Local market size	42.6	31.6	74.2
18	Air transportation	38.3	34.7	73.1
19	Roads	39.2	33.0	72.2
20	Customs clearance procedures	39.0	33.1	72.1
21	Import tariff	39.9	31.5	71.3
22	Security and absence of crime	41.6	28.9	70.6
23	Unskilled labor cost	48.1	21.6	69.8
24	Tax administration and auditing	43.0	26.3	69.4
25	Investment facilitation and services	44.3	24.7	69.0
26	Government efficiency	49.5	18.9	68.4
27	Labor market flexibility	47.6	20.3	67.9
28	Business registration and licensing	40.5	27.2	67.7
29	Judiciary and contract enforcement	43.1	21.3	64.4
30	Foreign exchange restrictions	41.8	22.3	64.1
31	Export incentives and EPZs	33.6	26.7	60.3
32	Local supply of inputs	37.1	19.7	56.7
33	Access to local finance	36.9	19.6	56.4
34	Quantitative restrictions	32.5	22.1	54.5
35	Availability of unskilled labor	32.8	21.7	54.4
36	Anti-monopoly practices	36.3	16.4	52.6
37	Proximity to your other operations	31.4	17.1	48.6
38	Access to natural resources	29.5	17.5	47.0
39	Access to land	28.1	14.0	42.1
40	Government and venture capital financing	26.0	14.5	40.5

**RANKING OF THE FIVE COUNTRIES FOR EACH INVESTMENT CLIMATE ASPECT**

	Barbados	Dominican Republic	Grenada	Jamaica	Trinidad and Tobago
<b><i>Policy and legal environment</i></b>					
1 - Political/regime stability	1	5	4	3	2
2 - Exchange rate stability	1	5	3	4	2
3 - Clarity and fairness of laws and regulations	1	4	2	5	3
4 - Government efficiency	1	4	2	5	3
5 - Security and absence of crime	3	2	1	4	5
6 - Judiciary and contract enforcement	1	5	4	3	2
7 - Anti-monopoly practices	1	3	4	2	5
<b><i>FDI framework</i></b>					
8 - Favorable attitude in country towards FDI	4	3	5	1	2
9 - Investment incentives	1	2	5	3	5
10 - Export incentives and EPZs	2	1	4	5	3
11 - Investment facilitation and services	2	3	5	1	4
12 - Access to local finance	1	2	3	5	4
13 - Government and venture capital financing	1	2	5	3	4
<b><i>Market access</i></b>					
14 - Local market size	2	3	5	1	3
15 - Local supply of inputs	4	3	5	2	1
16 - Proximity to your other operations	4	1	3	2	5

	Barbados	Dominican Republic	Grenada	Jamaica	Trinidad and Tobago
<b>Labor</b>					
17 - Availability of professional workers	3	1	5	2	4
18 - Availability of skilled technicians	2	1	5	3	3
19 - Availability of unskilled labor	2	1	4	5	3
23 - Labor productivity	2	1	5	4	2
24 - Labor relations	2	1	5	3	4
25 - Labor market flexibility	2	1	5	3	4
26 - Health of the workforce	4	1	3	2	5
<b>Administrative procedures</b>					
27 - Business registration and licensing	5	3	4	1	2
28 - Foreign exchange restrictions	2	2	5	4	1
29 - Access to land	4	2	1	5	3
30 - Access to natural resources	3	1	2	5	4
<b>Taxation and Customs</b>					
31 - Tax rates	4	1	5	3	2
32 - Tax administration and auditing	3	2	5	1	3
34 - Quantitative restrictions	4	3	2	5	1
35 - Customs clearance procedures	2	3	5	4	1
<b>Infrastructure</b>					
36 - Telecommunication	3	1	2	4	5
37 - Power supply	1	5	3	4	2
38 - Water supply	1	5	4	3	2
39 - Roads	5	1	2	3	4
40 - Air transportation	3	2	5	1	4
41 - Shipping and ports	5	2	4	1	3
<b>Other</b>					
42 - Quality of life	3	5	2	4	1

## SUMMARY OF IMPORTANCE IN INVESTMENT CLIMATE FACTORS

Sector	Most Important Factors	Not So Important Factors
Agriculture	<ul style="list-style-type: none"> <li>Favorable attitude in country towards FDI</li> <li>Political/regime stability</li> <li>Labor productivity</li> <li>Labor relations</li> <li>Shipping and ports</li> </ul>	<ul style="list-style-type: none"> <li>Access to local financing</li> <li>Proximity to firm's other operations</li> <li>Availability of unskilled labor</li> </ul>
Food processing	<ul style="list-style-type: none"> <li>Exchange rate stability</li> <li>Tax and investment incentives</li> <li>Shipping services and ports</li> <li>Political/regime stability</li> <li>Telecommunication facilities</li> </ul>	<ul style="list-style-type: none"> <li>Access to land and natural resources</li> <li>Proximity to firm's other operations</li> <li>Anti-monopoly practices</li> </ul>
Garments and textile	<ul style="list-style-type: none"> <li>Import tariffs</li> <li>Political/regime stability</li> <li>Favorable attitude in country towards FDI</li> <li>Labor productivity</li> <li>Availability of skilled technicians</li> </ul>	<ul style="list-style-type: none"> <li>Access to natural resources</li> <li>Anti-monopoly practices</li> <li>Foreign exchange restrictions</li> </ul>

<b>Sector</b>	<b>Most Important Factors</b>	<b>Not So Important Factors</b>
Electric and electronics	<ul style="list-style-type: none"> <li>• Labor productivity</li> <li>• Telecommunication facilities</li> <li>• Power supply</li> <li>• Exchange rate stability</li> <li>• Availability of skilled technicians</li> </ul>	<ul style="list-style-type: none"> <li>• Local supply of inputs</li> <li>• Quantitative restrictions</li> <li>• Access to land and natural resources</li> </ul>
Other manufacturing	<ul style="list-style-type: none"> <li>• Shipping services and ports</li> <li>• Power supply</li> <li>• Political/regime stability</li> <li>• Availability of skilled technicians</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to firm's other operations</li> <li>• Government and venture capital financing</li> <li>• Anti-monopoly practices</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Labor productivity</li> <li>• Air transportation</li> <li>• Availability of skilled technicians</li> <li>• Business registration and licensing</li> <li>• Favorable attitude in country towards FDI</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to firm's other operations</li> <li>• Export incentives and EPZs</li> <li>• Quantitative restrictions</li> </ul>
Financial services	<ul style="list-style-type: none"> <li>• Investment incentives</li> <li>• Telecommunication facilities</li> <li>• Political/regime stability</li> <li>• Investment incentives</li> <li>• Power supply</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to firm's other operations</li> <li>• Access to land and natural resources</li> <li>• Availability of unskilled labor</li> </ul>
ICT-enabled services	<ul style="list-style-type: none"> <li>• Cost of professional labor</li> <li>• Telecommunication facilities</li> <li>• Power supply</li> <li>• Cost of professional labor</li> <li>• Labor productivity</li> <li>• Local market size</li> </ul>	<ul style="list-style-type: none"> <li>• Access to land and natural resources</li> <li>• Availability of unskilled labor</li> <li>• Cost of unskilled labor</li> </ul>
Transport	<ul style="list-style-type: none"> <li>• Export incentives and EPZs</li> <li>• Customs clearance procedures</li> <li>• Air transportation</li> <li>• Telecommunication facilities</li> <li>• Power supply</li> </ul>	<ul style="list-style-type: none"> <li>• Import tariffs</li> <li>• Access to natural resources</li> <li>• Availability of skilled technicians</li> </ul>
Medical services	<ul style="list-style-type: none"> <li>• Telecommunication facilities</li> <li>• Customs clearance procedures</li> <li>• Favorable attitude in country towards FDI</li> <li>• Labor productivity</li> <li>• Shipping services and ports</li> <li>• Cost of unskilled labor</li> </ul>	<ul style="list-style-type: none"> <li>• Access to land and natural resources</li> <li>• Local supply of inputs</li> <li>• Local financing options</li> </ul>
Professional services	<ul style="list-style-type: none"> <li>• Availability of unskilled labor</li> <li>• Labor relations</li> <li>• Cost of skilled labor</li> <li>• Favorable attitude in country towards FDI</li> <li>• Security and absence of crime</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-monopoly practices</li> <li>• Access to land</li> <li>• Government and venture capital financing</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Local market size and supply of inputs</li> <li>• Availability of skilled technicians</li> <li>• Import tariffs</li> <li>• Quality of roads</li> </ul>	<ul style="list-style-type: none"> <li>• Quantitative restrictions</li> <li>• Export incentives and EPZs</li> <li>• Government and venture capital financing</li> </ul>
Energy	<ul style="list-style-type: none"> <li>• Access to natural resources</li> <li>• Cost of professional labor</li> <li>• Shipping services and ports</li> </ul>	<ul style="list-style-type: none"> <li>• Government and venture capital financing, or other local financing options</li> </ul>

<b>Sector</b>	<b>Most Important Factors</b>	<b>Not So Important Factors</b>
Retail and wholesale trade	<ul style="list-style-type: none"><li>• Power supply</li><li>• Judiciary and contract enforcement</li><li>• Shipping services and ports</li><li>• Air transportation</li><li>• Telecommunication facilities</li><li>• Labor productivity</li><li>• Power supply</li></ul>	<ul style="list-style-type: none"><li>• Proximity to firm's other operations</li><li>• Availability of unskilled labor</li><li>• Access to land and natural resources</li><li>• Local supply of inputs</li><li>• Local financing options</li></ul>

## ANNEX 3: LABOR RIGIDITY INDEX

## Sources

	<b>Laws and Regulations</b>	<b>Persons Interviewed</b>
Dominica	Labor Force Survey, 1999	Leo J. Bernard Nichols, General Secretary, Dominica Trade Union
	Industrial Relations Act: Chapter 89:01	
	Protection of Employment Act: Chapter 89:02	
	Labor Contracts Act: Chapter 89:04	
	Labor Standards Act: Chapter 89:05	
	Employment Safety Act: Chapter 90:08	
Grenada	Employment Act 1999, Act. 14	Sonia Alexis, Ministry of Labor
	Statutory Rules and Orders, No. 11, the Minimum Wages Order, 2002	
St. Kitts and Nevis	Minimum Wage Code 625, 2004.	Clifford Thomas, Labor Department
	Protection of Employment Act, No 6, 1986.	
St. Lucia	Draft Labor Code, 2004.	
St. Vincent and the Grenadines	Protection of Employment Act, 2003,	F. Williams, Public Service Union
	Statutory Rules and Orders 2003 Nos. 12, 13, 14, 15,	
	16, 17, 18.	

## The Cost of Firing

	<b>Legally mandated notice period for redundancy dismissal (in weeks) after twenty years of continuous employment?</b>	<b>Severance pay for redundancy dismissal as number of weeks for which full wages are payable after continuous employment of twenty years?</b>	<b>What is the legally mandated penalty for redundancy dismissal? (weekly wages)</b>	<b>Firing Costs = sum of weeks</b>
Antigua and Barbuda		34 weeks		
Dominica	8 weeks	49 weeks	0	57
Grenada	8 weeks	20 weeks	0	28
St. Kitts and Nevis	10 weeks	52 weeks	0	62
St. Lucia	6 weeks	102 weeks	0	108
St. Vincent and the Grenadines	4 weeks	38 weeks	0	42

## The Rigidity of Hours Index

	<b>Can the workday extend to 12 hours or more? N=1, Y=0</b>	<b>Does work week consist of 5.5 days or more? N=1, Y=0</b>	<b>Are there restrictions on night work? N=0, Y=1</b>	<b>Are there restrictions on "weekly holiday" work? N=0, Y=1.</b>	<b>Days of annual leave with pay in manufacturing after 20 years of continuous employment? Is this leave 21 days or less? N=1, Y=0</b>	<b>Rigidity of Hours Index</b>
Dominica	0	0	No	0	0	0
Grenada	0	0	No	0	0	0
St. Kitts and Nevis	0	0	No	0	0	0

St. Lucia	1	0	No	0	0	20
St. Vincent and the Grenadines	0	0	No	0	0	0

### The Difficulty of Hiring Index

	Ratio of min to average wage (a)	Fixed-term contracts are only allowed for fixed-term tasks? Y=1, N=0.	What is the maximum duration of fixed-term contracts (in months)? (b)	Difficulty of Hiring Index
Dominica	0.02	1	36	50
Grenada	0.04	0	No limit	0
St. Kitts and Nevis	0.10	0	No limit	0
St. Lucia	0.00	1	24	67
St. Vincent and the Grenadines	0.02	0	No limit	0

(a) Average wage is estimated by the GDP per working age person. Assuming positive non-wage income, this estimate clearly overstates the average wage and understates the ratio. A score of 1 is assigned if the ratio of is greater than 0.75; 0.33 for ratios between 0.25 and 0.50; and a score of 0 if the ratio is below 0.25.

(b) A score of 1 is assigned if the duration of term contracts is 36 months or less; 0.5 if the duration is between 36 and 60 months; and 0 if term contracts can last more than 60 months.

To aggregate these components into the final score, the three scores are averaged and multiplied by 100.

### The Difficulty of Firing Index

	Is redundancy considered grounds for dismissal?	The employer must notify a third party before dismissing one redundant employee?	The employer needs the approval of a third party prior to a collective dismissal?	The employer needs the approval of a third party to dismiss one redundant worker?	The employer must notify a third party prior to a collective dismissal?	The law mandates retraining or replacement prior to dismissal?	There are priority rules applying to dismissal or lay-offs?	There are priority rules applying to re- employment?	Difficulty of Firing Index
Dominica	Yes	Yes	Yes	Yes	Yes	No	Yes	No	60
Grenada	Yes	Yes	Yes	Yes	Yes	No	Yes	No	60
St. Kitts and Nevis	Yes	No	Yes	No	No	No	Yes	No	20
St. Lucia	Yes	Yes	Yes	No	No	No	Yes	No	30
St. Vincent and the Grenadines	Yes	Yes	Yes	No	No	No	No	Yes	30

## ANNEX 4: AN EXAMPLE OF DESTINATION-SPECIFIC “EXPORT READINESS” CRITERIA



## Tourism British Columbia Export Ready Criteria

The following criteria are used by Tourism British Columbia when determining if a supplier or DMO is ready to work with Tourism BC in offering “export ready” product to international markets:

### Suppliers Must:

- Be in business at least one year, with a proven track record for safe and professional operation.
- Demonstrate an adequate budget and marketing plan that includes international tour operators.
- Understand the roles played by receptive tour operators (RTO’s), tour operators/travel wholesalers, and retail travel agents. This includes an understanding of rack or retail pricing, agent commissions and wholesale net rates and client relationships at each level.
- Be willing to include receptive tour operators in your marketing and sales plan, and implement a regular sales call program directed toward these operators.
- Be willing to provide contracted wholesale net rates to receptive tour operators. As a general guideline, requirements are: 15% off the retail price for day activities and transportation and 20-30% off retail pricing for accommodations (higher discounts are common for volume production).
- Honour the contracted net rates, no price changes before the expiry of the contracted agreement.
- Provide detailed pricing and program information to tour operators and receptive operators at least one year in advance of selling season, i.e. May 1999 for the summer/fall 2000 season.
- Be prepared to communicate and accept reservations by telephone, fax and/or e-mail. Provide same-day confirmation of booking arrangements.
- Set up billing arrangements with the operator, agency or receptive tour operator. Accept client vouchers as confirmation of payment for reservations.
- Determine business priorities in terms of group or FIT business. If you plan to pursue group business, consider access by tour buses, parking/turnaround areas, washroom facilities etc. Determine your maximum group size.
- Carry adequate insurance (minimum \$3 million liability insurance for adventure product suppliers is recommended). Discuss this with your receptive operator (sometimes they can add suppliers to their existing policies at nominal cost).
- Provide support (free or reduced rates) for international media and travel trade familiarization tours.

In addition to the above, the following should be considered “next steps” for consideration as business and market presence expands:

- Consider attending travel trade shows involving international buyers, either in North America or overseas.
- Expand the sales call program to include overseas contacts as well as Canada-based receptive operators.
- Be prepared to provide tour operators and media with 35mm slide, CD ROM or standard computer format images of the product or operation, for use in brochures, promotions and editorials.
- Consider producing video footage of product or operation for promotional and training purposes.
- Consider development of a website offering information on your product.
- Be prepared to adapt to uniqueness of certain overseas markets. Flexibility may be required with regard to last minute bookings and changes.
- Consider hiring frontline staff that speaks the language of the markets you are interested in pursuing.

Source: [http://www.designingnations.com/pdf\\_s/TBC%20Export%20Ready%20Criteria.pdf](http://www.designingnations.com/pdf_s/TBC%20Export%20Ready%20Criteria.pdf)