BUSII JULY/AUGUST 2017

PROJETECH

Caribbean

THE GOVERNMENT OF THE TURKS & CAICOS

BUILDING THE CARIBBEAN



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Corner View

Well, we're already half past 2017 and it's time to start counting up the numbers, adding up the coins, and tallying up the net proceeds. How are things for you and your company here in the 9th hour of chaos? For most, it's not looking so bad. I get to talk to many different corporations in all sectors of the Caribbean economy every single day. And it's always interesting to me how one sector might be thriving in one country and tanking in another. Then, in the course of six to eight months, that same sector is thriving in the opposite country, and tanking in the country that it was just thriving in. What I notice most is the resilience of those who understand that operations may not always perform as planned, but you always have an opportunity to put things right back on track. I also notice this sort of resilience and te-

nacity from various governments throughout the Caribbean. For instance, in this edition of Business View Caribbean, we feature Turks and Caicos Islands. Not more than 30 years ago, the economy of Turks and Caicos was impaired by infrastructure that was underdeveloped, and needed the simplicity of converting its gravel terrain to paved roads and highways capable of liberal traveling. From there, the government began making strides to compete in the tourism industry. It immediately improved the roads and highways, brought in major international hotel chains, and almost overnight the economy began to improve exponentially. They began capitalizing on the stop-over tourists, and many of those tourist stopped using Turks and Caicos as a portal, and more of an end destination for their tourism plans.

As the '90's approached, they invested in their air and cruise ports, and increased the economy almost two fold over the past decade. Families of means and celebrities, amongst many others, started finding their way to Turks and Caicos, and as it began to build a reputation for its beautiful beaches and clear blue waters, its financial industry started to flourish, as well. Within that



same period, the fishing industry became a thriving sector for the country. Through many challenges that the country faced, they immediately regrouped to make moves that would prove to be power strides for their economy; all the while putting forth a brand that caught the attention of the sports, entertainment, and even more specifically, the music industry with its esteemed Turks and Caicos Music & Cultural Festival

And now, as they have just elected the country's first woman Premier, Turks and Caicos has high economic goals, even amongst some of its challenges, such as having to import labor, and not currently having a manufacturing sector that is exporting anything out of the country for a profit. Nonetheless, Premier Sharlene Cartwright-Robinson is leading the charge in this next phase of Turks and Caicos' growth. Titled with being a tireless fighter to do what's needed, she ran with the slogan "The right man for the job." And many of the businesses were enthusiastically behind her all the way. The country is not only hopeful, but expecting the brightest tomorrow, while living a very pleasant "today!"

This is what it means to grow, persist, evolve, and emerge to new heights. You can always find a way, it just takes work. We hope you like what's inside of this month's edition. It's a tale about resilience.

Until next time, plan, build, and continue to prosper

Andre Barefield

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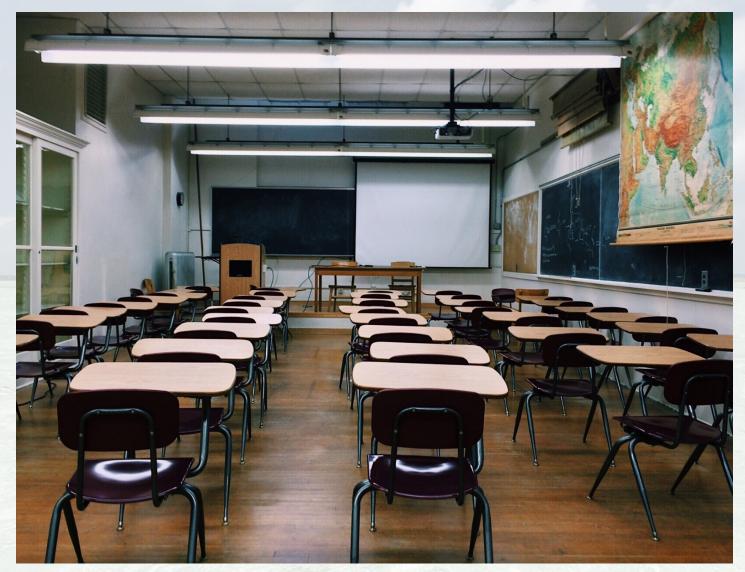
Opening Lines JUNE/JULY 2017

USAID PROVIDES US\$3 MILLION FOR SAFETY AND SECURITY IN SCHOOLS IN JAMAICA

he United States Agency for International Development (USAID) has partnered with the Education, Youth and Information Ministry in Jamaica to provide grant funding in the sum of US\$3 million for a safety and security in schools project. Under the partnership, USAID will provide the funds over two years. The National Education Trust (NET) will act as coordinator for the project.

The prime objective for the Ministry, through this initiative, is to implement the necessary measures to transform schools and their immediate surroundings into safe zones through a multilayered and multisectoral approach. It will utilize schools, community, parents, and public and private partnerships in an effort to ensure a safe environment that will facilitate a quality education system and raise the bar to benefit all learners, both male and female.

Specifically, the project will aid in controlling access to school compounds by installing or repairing perimeter fencing, and controlling the possession of weapons and other contraband in schools, through the use of security monitoring equipment and increasing the number of security personnel assigned to schools.



The project will also ensure the implementation of security and safety guidelines and continue the promotion of uniformed groups and clubs, which will promote positive values and

attitudes at both school and community levels. Addressing a ceremony to sign the letter of implementation for the project, at the Ministry's offices in Kingston, on July 3, permanent secre-

tary Dean-Roy Bernard expressed gratitude to USAID for the grant. "We are extremely grateful for the partnership to assist our efforts. This is a moment to be celebrated and we look forward to the National Education Trust (NET) spearheading this project to lessen some of the challenges that we're having in schools," he said. Citing the high level of violence in schools, Bernard stressed the immediate need to reduce conflicts and is hoping for "very good outcomes" with the implementation of the project. Data received from the Safe Schools Program (SSP) of the Ministry of National Security indicate that, during the 2012/2013 academic year, 3,671 students were cited for antisocial behaviors of varying degrees. Substance use and misuse among adolescents also continue to be a major concern.

For her part, USAID Mission Director, Maura Barry Boyle, said the project came to fruition based on discussions with the Ministry to improve security in schools. The Mission Director thanked her team for mobilizing and bringing the project together in record time. She said it will be implemented once the new school year begins in September.

States and a state of the

CARIBBEAN CREDIT UNIONS WANT A GREATER ROLE IN REGIONAL DEVELOPMENT



aribbean credit unions are more alive and active and can play a greater role in national and regional development, but that much is either not known or recognized by the region's governments — and they want to change that.

That's the word from the president of the Caribbean Confederation of Credit Unions (CCCU), Aaron Moses — and he delivered just that message at the regional organization's 60th International Convention and 46th AGM held June 16-17, 2017, at the Memories Varadero Beach Resort in Cuba.

Under the theme 'Cooperatives: Reshaping

Caribbean Sustainable Development', some 485 delegates attended the conference at the world-famous beach, which offers 20,000 rooms at over 55 hotels and resorts. Delegates attended from 16 Caribbean territories: Antigua and Barbuda, The Bahamas, Barbados, Belize, Bermuda, Cayman Islands, Curacao, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines and Trinidad and Tobago. Resident ambassadors to Cuba from all Caribbean Community member states were also present.

Delivering the opening remarks, Moses welcomed members to "another engaging, interactive, and rewarding experience," of which 55 percent were attending for their first time. The CCCU President noted they were "meeting at an uncomfortable time in world history, when our region continues to grapple with many challenges and deep vulnerability."

He noted they were "also meeting for the first time in a beautiful country in the Caribbean where there are several cooperatives, but no credit unions. Our choice was strategic and exploratory," he pointed out, "as the hopes of the benefits of the cooperative sector can accrue to the Cuban people and economy." He also had "a special welcome" to Cuba's veteran Caribbean coordinator, Otto Marrero, "the man the Caribbean has had to know if ever we wanted to get to Cuba."I hope this is a new relationship between Caribbean credit unions and our Cuban friends," he added.

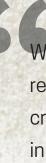
Underlining the strong presence of the credit union movement across the Caribbean, Moses noted, "There are now 297 credit unions in 17 countries and our level of penetration is 20 percent — the highest in the world, involving the economically active populations in the region."

Moses pointed out the Caribbean people have been historically wedded to credit unions, "as it is a cradle-to-grave situation, where many people have grown up after having been given their first gift in the form of a credit union card." He also pointed out that "the only country that finds itself this unique group (of high level penetration of the economically active population) is Ireland", while credit unions "continue the transformation of lives of people and countries around the world."

Moses noted that credit unions have a long history in the region, with the regional movement having been active for the past 75 years. The President also pointed out that the International Labor Organization (ILO) has acknowledged that credit unions are "the most sustainable" organiza-



hundreds of Caribbean delegates at the Cuba conference to take a page from the chronicled history of a great African and world leader, saying, "We need to be reminded of Mandela's vision when he said 'vision and action by themselves will not work, but vision and action can change the world.'"



tions within the Labor movement.

It is against this background that the CCCU President issued his call to CARICOM and other regional governments, whether of nations or dependent territories, to give much more attention to a sector that they may have overlooked or underestimated for too long. In a direct appeal to CARICOM, Moses said, "We urge the region's governments to revisit their relationship with and roles of credit unions and give them a greater role in national development."

And, directly appealing to Prime Minister of St. Vincent and the Grenadines, Dr. Ralph Gonsalves, who is currently the longest-serving leader of the regional grouping, who was present as the invited guest speaker, the CCCU President added: "and we definitely hope our senior CARICOM Prime Minister can pass the message on."

Moses' message to the government leaders was clear: "We want to lobby for a continuous role of regional and national credit unions in sustainable growth, as it is foundational and pivotal." But," he added in a moment of collective self-criticism, "too many (credit unions) are still too slow to become cognizant of our potential and relevance – and this is partly our fault."

Hinting at some of the areas the regional credit union movement can be both helpful and proactive, Moses noted: "Financing is needed in agriculture, community tourism, and all businesses to ensure value-added productivity. The time is now, the opportunity exists, environment is appropriate — and what is needed is aggressive action." The CCCU President therefore called on the



We urge the region's governments to revisit their relationship with and roles of credit unions and give them a greater role in national development.

AARON MOSES PRESIDENT OF THE CARIBBEAN CONFEDERATION OF CREDIT UNIONS



TOURISM OFFICIALS EXPRESS CONCERN ABOUT INTRA-REGIONAL TRAVEL

he method by which countries determine the economic impact of tourism arrivals is flawed, says former Bahamas Tourism Minister and CEO/Secretary General of the Caribbean Tourism Organization, Vincent Vanderpool-Wallace.

The former tourism executive compared the present measurement to counting the number of persons entering a supermarket. He argued that the number of persons that may come in may not necessarily reflect the amount of money being spent. Vanderpool-Wallace made the observation at the recently concluded 2017 Caribbean Aviation Meet Up, which was held in St. Maarten from June 12 to 14.

He contended, "I call it the mismanagement of tourism because what we have been doing for a long time is counting heads in terms of how many people are coming to the country, which is not a good measurement of the economic impact of people and, quite frankly, for a period of time we did it because we did not have any other choice. But you never see any financial statements of any company based on how many people came to their doors.

"Nobody looks at a bank statement and sees how many people come to the bank for the year. Really, what matters are the transactions. Now, we now have the capacity to do those transactions through some very good economic tools, for example, tourism satellite accounts, so you can now begin to capture information that guides you so you can maximize the economic benefit of tourism."

The former Bahamian Tourism Minister further described taxes on airline tickets as tourism officials shooting themselves in the heads. He maintained it is a disincentive to prospective customers and urged regional officials to reconsider such a decision.



His statements were echoed by organizer of time," he said. "I do not want to name a particular the recently concluded Aviation Conference, Bud airline but people are really not happy with what Slabbaert, who argued the cost of tickets continflight connections are offered and it's not only the ues to be a concern for some visitors. "Pricing is connection, it is also the prices and the times that definitely a concern because people only have a they can fly. It's almost ridiculous! For instance certain budget," he pointed out. if you want to go to The Bahamas from St. Lucia He further criticized what he said is the percepyou might be travelling all day at a high price compared to flying from St. Maarten to Paris, tion that some persons are going to pay the fares irrespective of the prices "because they are tourwhich can be done within the same time frame at the same price or at a lower price," he noted.

He further criticized what he said is the perception that some persons are going to pay the fares irrespective of the prices "because they are tourists." Slabbaert further contended governments need to find a different approach to attaining revenue as opposed to taxing the same people they are trying to attract to their countries. He maintained that, other than pricing, the service provided by some airlines in the region is distasteful. "You hear people complain about it all the

The 2017 Caribbean Aviation Meet Up was deemed a major success by organizers and attendees. The initiative, described as an imperative meeting for airlift stakeholders in the Caribbean, was attended by international tourism and aviation officials from all over the world.



CRYE-LEIKE EXPANDS OUTSIDE CONTINENTAL U.S.

rye-Leike Real Estate Services, the nation's fifth largest independent residential real estate firm, is expanding outside of the continental United States for the first time in its 40-year history, with a new franchised office in San Juan, Puerto Rico.

Santiago Coll-Camalez, a veteran independent real estate broker in San Juan, is now the owner and managing broker of the new Crye-Leike franchise in San Juan, the capital of, and largest city in, Puerto Rico, an island commonwealth that is

a territory of the United States. About one million people live in the San Juan area.

> Coll-Camalez has been a real estate broker

there since 2004, operating as an independent, said Keith Sullivan, president of Crye-Leike Franchises and Chief Marketing Officer for Crye-Leike.

Most of the major real estate brands familiar to Americans on the continental U.S. are active in Puerto Rico; however, the market also has many small independent real estate firms. Coll-Camalez's small, formerly independent brokerage has three full-time and one part-time agent, with plans to grow to about 14 agents, Sullivan said.

Sullivan added that the company would like to have more franchised stores in Puerto Rico. "We've had some discussions with others in Puerto Rico for additional offices. Nothing has transpired yet but we'd like to expand our presence there," he said.

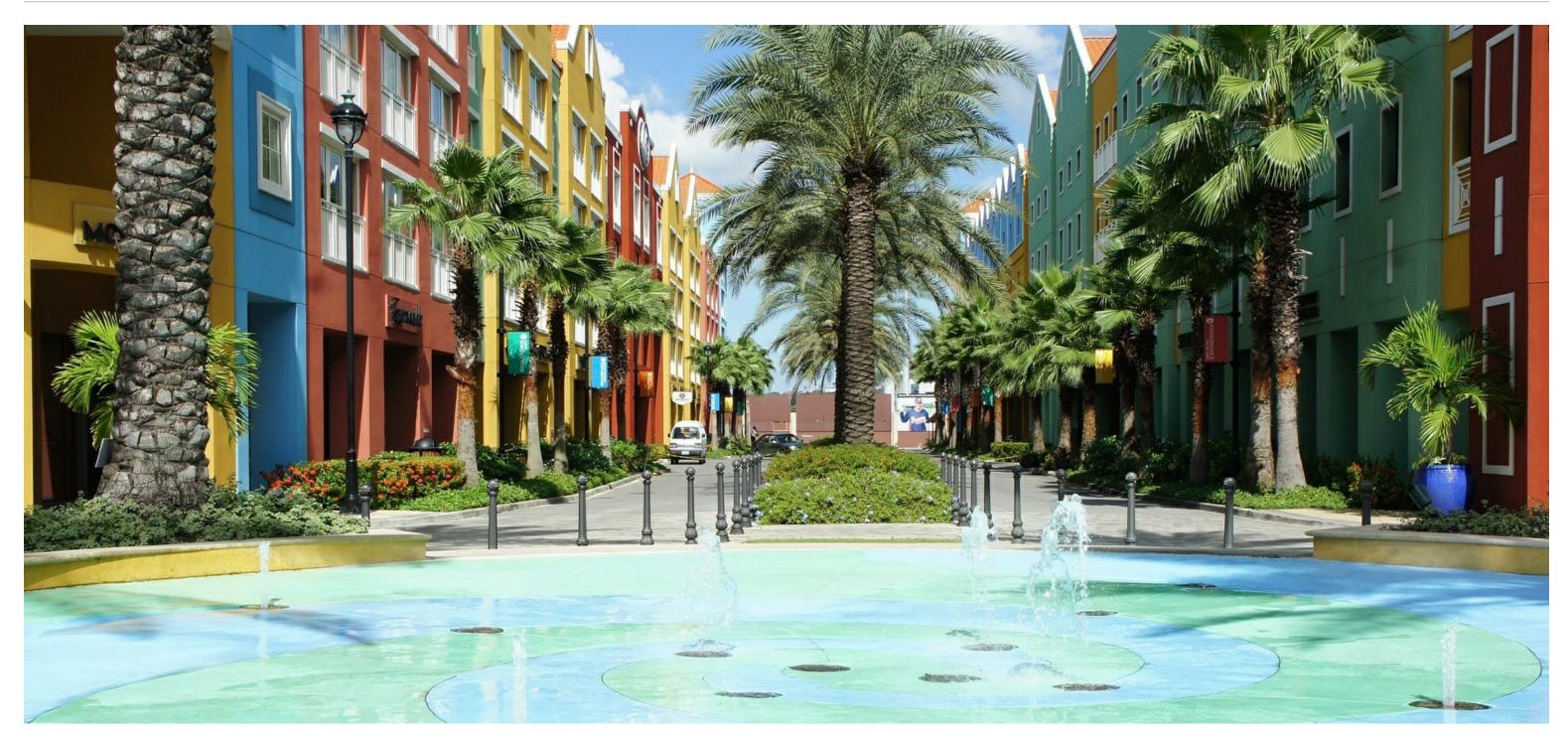
"One of the main reasons to affiliate with Crye-Leike is to better compete in the local market, particularly incoming/outbound referral opportunities through our network of agents, as well as through our international relocation network, Leading Real Estate Companies of the World," he said, explaining why becoming a Crye-Leike franchisee may be attractive to more independent brokers in Puerto Rico. "In addition, he (Coll-Camalez) now has access to more marketing/technology platforms which should help him grow his business."

Sullivan says the real estate transactions in Puerto Rico are conducted in a similar fashion



as they are in the States, with the addition of tax incentives, known as Act 20 and Act 22, which make the island territory a tax haven for U.S. citizens who become residents of Puerto Rico. The laws shield new residents residing in Puerto Rico for at least half of the year from paying most federal income taxes and were created to lure wealthy investors to the island. One difference: Spanish, not English, is the most commonly used language spoken in Puerto Rico, although English is still widely spoken. Coll-Camalez' Crye-Leike franchise is "fully bilingual," Sullivan said.

An alumnus of John Carroll University, Coll-Camalez received his insurance license



in 1982 and his real estate license in 2004. His real estate expertise includes helping buyers and sellers, property management, investment properties, and foreclosures for single-family homes, and excess and surplus property. He also has expertise in condominium insurance sales, commercial insurance, and personal insurance. His real estate specialties include commercial, residential, management, BPOs and inspections.

"I decided to join Crye-Leike because of its performance and good will in the Mid-South," Coll-Camalez said. "With Crye-Leike, I am in a better position to serve my existing residential clientele, asset managers, and expand in commercial real estate, business brokerage, the Act 20/22 market, luxury market, as well as the referrals, due to emigration tendencies." Headquartered in Memphis, Tenn., Crye-Leike's more than 3,100 sales associates, 800 employees, and 126 company-owned and franchise offices spread across nine states, generated \$6.36 billion in sales volume in 2016 - its biggest year ever - and is on track to achieve the company's goal of \$6.7 billion in sales volume this year. Crye-Leike Franchises has 29 independently-owned and operated franchise brokers located in Tennessee, Arkansas, Mississippi, Kentucky, Florida, and Puerto Rico. The Crye-Leike San Juan Real Estate office (sanjuan.crye-leike.com) is located at 268 Ponce de Leon, Suite 1014, San Juan, PR, 00918.

CDB ROLLS OUT TRAINING PROGRAM TO SUPPORT REGIONAL INSTITUTIONAL REFORM IN 19 COUNTRIES

he Caribbean Development Bank (CDB) has introduced a training initiative to help governments of its 19 borrowing member countries (BMCs) more effectively manage policies, programs, and projects. One course participant and one institution at a time, the Public Policy Analysis and Management (PPAM) and Project Cycle Management (PCM) Training Program is supporting reforms to strengthen countries' efficiency and help them achieve their development goals.

More than 450 persons from The Bahamas, Barbados, Guyana, Saint Lucia, Trinidad and Tobago, and the Turks and Caicos Islands have signed on to participate in the Program. CDB staff is also taking part in the courses.

"As countries work towards achieving their development targets, they will need even stronger institutions with the capacity to implement transformative programs and projects, supported by smart policies," said Darran Newman, Division Chief (Ag.), Technical Cooperation Division, CDB.

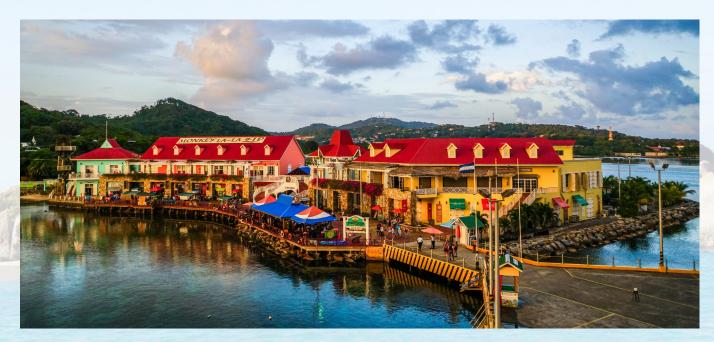
"This program responds to that need," he explained. "It delves into topics related to public administration, including the process of formulating public policy, the decision-making structures and allocation of public resources, and the transparency and efficiency in the provision of public service. Based on the response so far, we are confident that this capacity-building initiative can have a game-changing impact in institutions across the region," she added.



Program participants are already enrolled in online courses that cover topics such as Project Management; Procurement; Public Policy; and Monitoring and Evaluation. During the coming months, participants will begin attending face-toface modules that will cover all areas of PPAM and PCM.

"The online courses are great and provide an innovative, efficient and flexible means of training and sharing knowledge," said Rupert Ramharack, Organizational Performance Management Specialist, Central Planning Unit, Ministry of Transport, Trinidad and Tobago.

"All courses, so far, have been very informative. I definitely feel more knowledgeable and confident in these areas than prior to the training program. I look forward to the opportunity to demonstrate my new skills to our government,"



added Curvalene Godet, Deputy Director, Crown Land Unit, Lands Division, Grand Turk, Turks and Caicos Islands.

Donna Barker, Health Promotion Officer (ag.), PCM training program. During the pre-training visits, CDB also hosted Health Promotion Unit, Ministry of Health, Barbados, who is enrolled in the Training Program, noted: a workshop to introduce the program. Fifty persons, including permanent secretaries from the "So far, the course has helped to improve my reasoning and responses when discussing, or reviewing government and World Bank representatives atstrategic plans or data collection processes used in tended the workshop, where participants shared the improvement of health care. I am so far clear on perspectives on the challenges they face when the importance and benefits of our programs being planning and implementing policies and projects. evidence-based, results-focused, and country-led. I During his visit to the Bank this month, Prime look forward to successfully completing this course." Minister of Grenada and chairman of CDB's board

The training program continues to be rolled out to the Bank's BMCs. Each country's program begins with a pre-training visit by the CDB Training Unit. In Grenada, one of the countries most recently visited, a public service reform effort is underway and capacity development is proving to be central to the process.

In April, CDB conducted a joint mission to the country with representatives from the World

Bank, who presented the Public Expenditure Management and Digital Governance Project. This intervention complements the PPAM and PCM training program.

During his visit to the Bank this month, Prime Minister of Grenada and chairman of CDB's board of governors, Dr. Keith Mitchell, noted that already more than 100 persons in the country had signed up for online courses under the program.

The PPAM and PCM training program is the most recent iteration of training initiatives introduced by CDB, to strengthen efficiency and build capacity across the Region. It promotes a sustainable, country-led approach to professional development that responds to national needs.



3 SAILING BRITISH VIRGIN ISLANDS



HIKING

ST. LUCIA







BIKE AND WALKING TOURS CUBA

5 PADDLEBOARDING TRINIDAD & TOBAGO









Y HORSEBACK RIDING PUERTO RICO

Building the Caribbean



IN THIS ISSUE

THE GOVERNMENT **OF THE TURKS & CAICOS**

IN A VERY GOOD PLACE

NORSTAR GROUP



QUALITY HIGH-END HOMES



FROM START TO FINISH

BUILDING THE CARIBBEAN ONLINE



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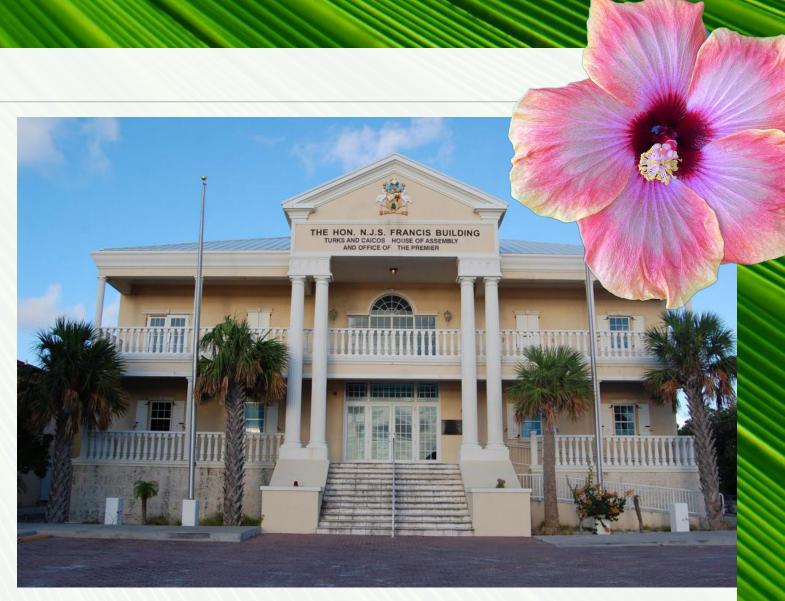
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THE GOVERNMENT OF THE TURK OF TURK

IN A VERY GOOD PLACE





he Turks & Caicos Islands, TCI for short, is today, a British Overseas Territory that has witnessed a series of evolutions in its governmental structure over the past several decades. In 1962, TCI became a Crown Colony of Britain and in 1976 it instituted its own government headed by a chief minister (now premier). In 2006, the Territory rewrote its constitution, but in 2009, its then Premier resigned in the face of corruption charges, so the United Kingdom resumed direct control of the reins of government. A new constitution was promulgated in October 2012, and the administration of TCI was returned to local control after the November 2012 elections.

The head of government in TCI, as well as the majority party's political leader, is its current Premier,

AT A GLANCE PREMIER CARTWRIGHT-ROBINSON

WHAT: Head of the Government of the Turks & Caicos

WHERE: Francis Building, Grand Turk, Turks and Caicos Islands

WEBSITE: www.gov.tc



equivalent to Chief Minister or Prime Minister in other British Overseas Territories. It is the highest political level that can be attained within the British colonial system. However, as a Territory, the Premier and Cabinet of TCI are collectively accountable for their policies and actions to Queen Elizabeth II, and power is shared with a Governor appointed by the crown.

In the 2016 election, the office of Premier was won by Sharlene Linette Cartwright-Robinson, a politician and lawyer who had successfully won an at-large, or all-island, seat in the Assembly in 2012, and then won her premiership in a race that featured over 50 candidates vying for the five all-island and ten single constituency seats that were up for grabs. As leader of the People's Democratic Movement, she saw her party end a thirteen year ruling stretch of the Progressive National Party, capturing 10 of those 15 seats.

"So, of course, we formed the government that was elected on the 15th of December 2016, for a four-year term," says Cartwright-Robinson. "As Premier, I am able to appoint six of those persons who won on the government's side as Ministers with separate portfolios." Saving the Ministry of Finance, Investment, and Trade for herself, Cartwright-Robinson named leaders for the



following TCI Government Ministries: Border Control and Employment; Education, Youth, Sports, Culture and Library Services; Infrastructure, Housing, and Planning; Home Affairs, Transportation, and Communication; Health, Agriculture, and Human Services; and Tourism, Environment, Heritage, and Culture.

"There are certain powers that are retained by the Governor, who is the Queen's representative under the constitution," Cartwright-Robinson adds. "Internal security as related to the police, and external relationships as an independent country; also anything to do with financial services because that is external."

Both as the country's Premier and the Minister of Finance, Investment, and Trade, it's no surprise that Cartwright-Robinson's focus is on keeping TCI's economy strong. "We had financial troubles a few years ago and we've been able to pull ourselves up by the bootstraps and achieve a credit rating of BBB+ through the systems that we now have in place," she explains. "We are very pleased that we have a large number of persons who continue to be



a part of our community, who came here as investors and continue to expand businesses because of the climate that we have created in this country."

"This environment is ripe and people are still ready to make multi-million dollar investments, Cartwright-Robinson continues. "And we're rolling out the red carpet for, not just those that we're trying to direct in via foreign direct investment, but also those that are here. We want to make sure that the environment is conducive; that investors feel welcome; that the processes that are vital to being able to start and operate a business here are streamlined.

"So, we have created an agency called

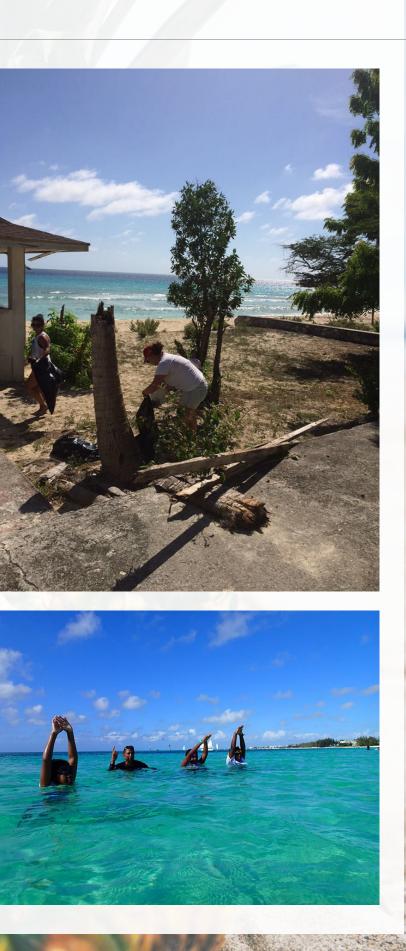
'Invest Turks & Caicos' that helps investors through the entire process and different departments that they have to deal with when coming to do business. And, as Minister of Finance, that agency falls directly under me, so my government is properly resourcing that agency and putting the proper procedures in place to make sure that the process between the agency and the critical departments are working well and the process is moving smoothly to help the investor. Invest TC is pretty much a one-stop-shop that can help them channel their business through the other government departments."

Since TCI has a predominantly tourist-based economy, Cartwright-Robinson says her gov-

ernment will also continue to focus on that sector's potential for expansion. "Even though we sell sea and sand and sun, we want to diversify that product by inviting persons to come in different areas of that business. We're looking to sell ourselves as a conference destination; we're looking at how we can market ourselves for sports tourism; medical tourism; for film. We are going to focus more on eco-tourism."

Financial services is another industry that the government wants to strengthen. "We also have, since coming to office, appointed a financial services review body that will look at the entire industry and how best we can grow it," says Cartwright-Robinson. "We've just recently passed trust legislation. We want to be a jurisdiction that persons feel they can come and set up their trust here in the Turks & Caicos. We don't have any exchange regulations or controls and that frees us in terms of them moving their monies in and out. We believe that there are a lot of niche markets out there that we can capitalize on – our strength being our proximity to the U.S., but also no capital gains taxes or direct taxation on the use of the U.S. dollar."

Other areas of concern for TCI's government are the traditional sectors of fishing and agriculture. "Those two traditional sectors, in particular, need







investment," Cartwright-Robinson declares. "And what is important for us is education, so we invite investment in that area. We are focusing a bit more on vocational training and specialist training. We have been receiving persons who are interested in setting up health schools, trade schools, technology institutions, certification for the hospitality industry. So, we are keen to receive investments in those areas, as well, to make sure that in all of the growth we are projecting, that our people are poised to occupy the best jobs and even senior management as time goes along. We appreciate investment in our young people because, more than anything, we believe that the youth are the leaders of tomorrow and that we have to train them, today. We anticipate that persons who are interested in coming and living and working and doing business in Turks & Caicos will invest in the young people."

Other items on Cartwright-Robinson's wish

list for the country include: a better healthcare system with greater access and affordability for its citizens; a computerized immigration and border control system; major infrastructure projects, such as roads; and a national school nutrition program that, according to Cartwright-Robinson, "would take the country into the mode of a healthy lifestyle."

With all those ambitious goals for the country, the Premier is not unmindful of the challenges that her government faces in attempting to achieve them. One quandary for the thinly populated TCI is the need to import labor from other countries and islands. "We do need a ready labor pool and we have to import," she states. "So, you're looking at a myriad of cultures; you're looking at being able to take care of the numbers that you bring in, that you're prepared for them. We're looking at a population policy that will be important because it will say who



we grow the country with and how we're marring our development with the number of persons we need to bring in."

Another challenge: "We're not very big; we have a small amount of land. So we have to measure how we use our lands so that we balance what Turks & Caicos islanders would war land for, as well as what we're prepared to give to those who would come and invest." And finally, the challenge of open borders. "With wid open borders, you have the threat of illegal entrance. And with that you have the challenge of crime – not just from within, but also from without. We are a chain of islands, and the chal lenge is in having the mechanism to properly police them and protect our borders."

One might also reasonably assume that since it was only a few short years ago that TCI lost its ability to self-govern, another great challenge could well be the possibility of losing that precious privilege once again. But Cartwright-Robin

у-	son is undismayed. "We have a very strong consti-
	tution," she avers. "There is quite a bit of built-in
	oversight. You have a stronger opposition; you
	have oversight committees that are now public
	where persons can hear what's going on in the
-	government. Aside from House Committees, you
nt	also have built-in systems like a procurement
е	system where processes for government contracts
	are very clear and transparent. We also have new
le	laws that have been put in place, concerning
	public finance management that strengthens the
е	systems as to how monies can be spent and how
	they can be approved. You have a strengthened
al-	Governor who has extra authority in terms of
	being able to flag anything he or she may see that
	is going wrong. We have an integrity commission
	that is very strong, where the public can make any
	sort of complaints against public officers – elected
	members, as well as senior management within
	the government. We are confident that we are in a
-	very good place."

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rojetech Construction Management & Services Ltd. is one of the leading major construction companies in the Turks and Caicos Islands (TCI), enjoying an excellent reputation for quality work and good relations with clients on some of the largest and most prestigious projects in the country. It is no secret that the reason behind its success is a new way of working from an "open book."

David Hartshorn first set foot on Providenciales in August 1981, at which time the island supported approximately 900 indigenous islanders and about 30 expatriates. There were no more than 20 vehicles traversing the network of rough roads between the few dispersed settlements. He founded Projetech in 1996, having spent 15 years living and working in TCI as a surveyor with a major British construction company.

"Having worked over 20 years for large international contractors as a Quantity Surveyor," Hartshorn explains, "I became increasingly frustrated at the whole contracting business style. The traditional system of bidding (more often than not, strategically) and often coming a close second, seemed wasteful, expensive, and time consuming. Furthermore, it was common







AT A GLANCE **PROJETECH CONSTRUCTION** MANAGEMENT & SERVICES LTD.

WHAT: A major construction company in the Turks and Caicos

WHERE: Providenciales, Turks & Caicos

WEBSITE: www.projetechltd.com



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for even the lowest bids to exceed the client's budget. This seemed to me to be a lose/lose situation. The contractor was wasting time and resources at low success rates endeavoring to hit unrealistic budgetary targets. The client wa wasting budgeting consultancy fees and time on historic data rather than current. Often con tracts would be won at below par true costs. I would then become a constant dance between contractor and client as to what constituted a extra, or a claim culminating with the inevitable disputed final account."

"We set out to change that whole business philosophy and in doing so provide a great de of added value," he continues, "above and beyond the construction element of development Most of our business is, in fact, negotiated in

> Coastal Building Sales is a premier building materials supply company servicing high-end residen-

tial/commercial contractors and resorts throughout Florida and the Caribbean. CBS strives to fulfill its mission of being a preeminent provider of quality building materials and services by serving their clients with character and



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	one form or another. The advantages are mu-
	tual. The time line from design to construction
d	is greatly reduced as are consultancy fees. We
)	undertake the budget development process on
as	an 'open book' basis and once the budget and
	design is fully developed and agreed, then we
)-	proceed into construction on a fixed price basis.
t	The buck stops with us. The administration of
n	the contract is less stressful for all concerned
n	and even fun - as it should be."
	This philosophy of providing complete con-
	struction and development services with an open-
	book, collaborative approach, fosters a very close
eal	relationship with clients that has not only built
	the reputation of the firm, but ensured that repeat
nt.	business is a key to its success.

"Everyone who has come to the Island and

innovation, integrity, and aggressive performance in all they do is the key in

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built with Projetech" adds Steve Thompson, Managing Director, "has not gone on to work with anyone else; we have earned their trust and they have stuck with us. We have a longterm relationship with many clients and that has really been the bedrock of our business."

The types of projects that Projetech are involved in are eclectic. The core business, though, at present, comes from high-end, residential construction - single family homes that sell for \$5 million-plus. The company has also worked on a lot of the local resorts but, in TCI, there has only been one mid- to large-scale resort built in the last ten years; prior to that, they did most of the high-end resorts along Grace Bay.

"The last few years, it has been largely highend residential," says Thompson, "but because of our repeat clients we will happily do very

small refurbishments. It's really everything and anything that works for us."

Projetech has fifteen full-time employees who are all professionals with the exception of a couple of administration and back-up support staff. They are all either degree-qualified project managers, engineers, or surveyors. All of the tradesmen are what they call "piece workers." Labor is sub-contracted out, and although they are separate businesses, those relationships have thrived, as well, and the same pieceworkers are hired through various projects. "They are almost like direct labor because we have known them so long, and we work well together, so when you include those guys you are talking about a couple of hundred people typically working on our projects on a daily basis," adds Thompson.

"As you can see," says Hartshorn, "we cross al categories in terms of product, but we generally operate at the very high end. Hospitality projects such as hotels driven by experienced, local and offshore developers, condominium developments, top-of-the-range luxury villas, and commercial developments (for example we are currently completing our second large office development for the local power compa ny). We also undertake civil and marine works and even have a small works department. Ofte we provide full services from concept to completion. Through one of our sister companies, Finishing Touch, we provide interior design and FF+E services and another of our sister companies, Hummingbird, provides full property mar



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	understanding of how the top-of-the-market in-
	dividual ticks and what their expectations are."
	Providenciales has grown into a premiere
	Caribbean holiday destination, boasting Grace
1-	Bay Beach as the #1 Beach in the World, and
	commercial flights from major U.S. hubs. Now,
en	with years of experience, Projetech has grown
	to have more diverse familiarity in this industry
	than any other local construction or consulting
d	firm.
-	This has perfectly situated the company to
٦-	be ready for the next few years of development

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which will likely see a new round of resort building and a move towards high rise construction. "We are working with a developer now on a large-scale resort in Grace Bay and are hoping to start construction in the next few months," says Thompson. "We are also talking to developers on a couple of other resort projects that are looking promising. We have a joint venture agreement with a large contracting company out of the United States. We are able to partner with them when needed and use their resources and therefore take on these larger projects if they all come at the same time. Then, there is the growing trend towards higher rise construction and largescale renovations. We want to be ready for all these opportunities."

> "We are one of several large category local contractors on island," Hartshorn admits, "There are also, always, international foreign contractors looking to try and compete for the larger projects. Many offshore developers wrongly assume that we local contractors are incapable of undertaking major works and believe that imported cheap labor will result in cheaper construction rates. This is a fallacy. We regularly compete for negotiating rights with our local peers and we believe our comprehensive services and experience give us the edge. In respect of the foreign contingent, inevitably, we offer far more added value

and certainty of costs. Our local relationships and networking go a long way in offering comfort to would-be clientele. In our experience the offshore international contractor ultimately is not competitive."

Given Projetech's diverse range of talents, its open book philosophy with its dedication to being upfront with its clients in terms of costs, and its exemplary service from start to finish, it is easy to see how the company will continue to be a successful player in the TCI construction landscape.

"I think part of our success is longevity," concludes Thompson. "The fact that we have been operating consistently for over 20 years is unique here in terms of the larger building contractors. We enjoy an excellent reputation. We stand by our work and conduct business in an ethical manner. We take pride in what we do, which goes back to the original vision. Traditionally, contracting has been seen as a confrontational sort of industry between the client and the contractor. We try and change that and put it more into a partnership situation where we are all pulling in the same direction and trying to have fun while we do it. We spend a lot of time at work so we want to enjoy it!"



PREFERRED VENDORS

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IN THIS ISSUE



RINCON BEACH RESORT

PUERTO RICO'S **BEST IN THE WEST**





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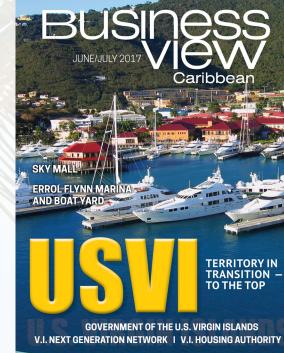
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RINCON BEACH RESORT

BEACH RESORT

PUERTO RICO'S BEST IN THE WEST

he west coast of Puerto Rico, known as Porta Del Sol, is home to some of the world's best beaches and surfing areas. And nestled on the Bay of Añasco in Puerto Rico's west coast is the Rincon Beach Resort - one of the most intimate and serene oceanfront resorts on the island. Rincon Beach is not the type of resort destination that has one long 'beach strip' lined with other resort hotels, tourist shops, and traffic. Rincon's beaches are smaller, intimate stretches that each have their

own personality and activities. What's best about Rincon's beaches is that they cover more than eight miles! Some even have "split personalities" depending on the time of year and ocean conditions. Rincon is also known for its beautiful sunsets, highlighted in The Beach Boy's unofficial surfer's anthem "Surfing Safari."

AT A GLANCE RINCON BEACH RESORT

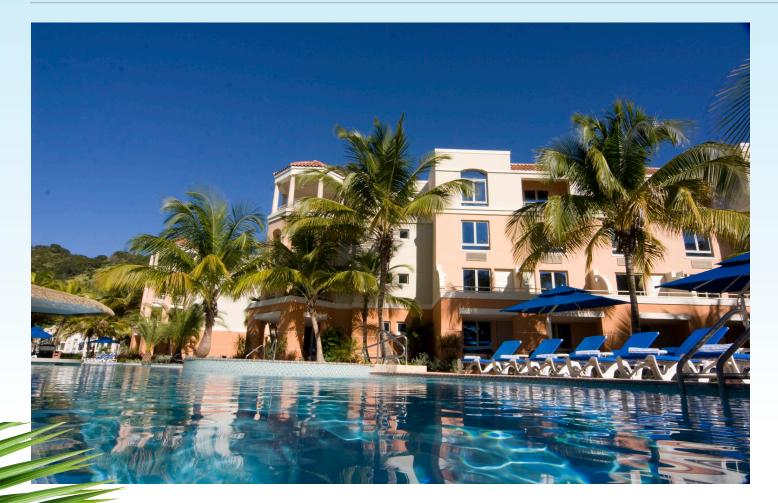
WHAT: A boutique resort

WHERE: Porta Del Sol, Puerto Rico

WEBSITE: www.rinconbeach. com

The Rincon Beach Resort features 112 newly-furnished guest rooms with 24 spacious one- or two-bedroom condo villas, perfect for families, an infinity free-form swimming pool with Jacuzzi overlooking the Caribbean Sea, a swim up bar, a lobby bar, plus the Brasas Restaurant and the Pelican Beachfront Grill. "We are a typical boutique hotel and have been in the market 16 years," explains Stephanie Ramirez Trabal, the Resort's Sales and Marketing Director. "It started with 60 rooms and then, two years later, we

RINCON BEACH RESORT



finalized what we call 'The Villas,' which is a building with 24 complete villas that have kitchenettes and a living room. The Villas have owners, but they are part of the Resort for us to rent as regular rooms for our guests. It is like a timeshare because the owners get 90 days per year to stay in their villa." The hotel employs around 80 staff and stays open year round. Occupancy rates fluctuate but usually run between 55 and 85percent. "During the winter and spring most of our guests are from the United States," Trabal explains, "but the rest of the year it is local Puerto Ricans."

The Resort offers its guests an array of activities to ensure a memorable experience throughout their stay. Guests can observe the nesting of leatherback turtles on the coast, visit the Arecibo Radio Telescope featured in movies such as Golden Eye and Contact, or experience La Parguera's Bioluminescent Bay in the evening. For sea lovers, there is an excursion to the remote Desecheo Island and La Pared at La Parguera, offering the most spectacular diving in the Caribbean.

"We are right on the beach," says Trabal, "which is one of our strong draws. The only access to that beach is through the hotel, so we offer a se-





cluded and somewhat private beach experience. We also have very large rooms in comparison to other area hotels. These are some of our stronger marketing advantages. We also use all of the online travel agents in order to drive business our way. The other thing I would add is that we really market as a destination wedding hotel, and we have onsite coordinators to help with that."

In fact, there are many modern facilities for family events or business meetings onsite. The meeting area includes a foyer that measures 1,200 square feet and a main ballroom measuring 3,500 square feet that is

RINCON BEACH RESORT



dividable into four rooms with a capacity of accommodating 220 people. The hotel also showcases spectacular outdoor sites for family events or destination weddings.

"We have also just finished a new honeymoon suite, with a terrace and a Jacuzzi," Trabal points out, "and we have begun working on a second one. These are beautiful and the first new suites we have built since 2011."

Zashim De la Cruz, the General Manager, is very knowledgeable about the hotel and its surroundings. He has been working at the hotel for 15 years, beginning at the front desk. He was then promoted to Front Desk



Supervisor while he studied at the University of Puerto Rico at Mayaguez. From there, De la Cruz worked as Night Auditor, Food and Beverage Manager, Director of Sales and Marketing, and was finally promoted to his current position. "When you have the desire to wake up and get to work, not just to earn a pay check but because you love what you do, you then realize this is where you were meant to be," he exclaims.

His goal is to take the resort to another level. "I want the hotel to continue to be known as the perfect place to disconnect from the hustle and bustle of the city as well as the



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ideal beachfront escapade for families and couples," he declares.

And so, with that in mind, the Resort continues to expand; it will add more rooms, especially ocean- views rooms, and there are plans, as well, to open a new bistro/bar in the near future; all meaning that the Rincon Beach Resort will continue to offer one of the best vacation destinations on Puerto Rico's west coast for some time to come.

PREFERRED VENDOR

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he Tryall Club, set amid 2,200 acres of lush landscape on Jamaica's north shore, is a community of luxury, private villas that offer the Club's occupants and guests luxurious accommodations, exquisite views, and world-class amenities. In addition to its magnificent, 18-hole

golf course - nine of which border the deep blue Caribbean Sea - the Tryall Club is equally well known for its exceptional tennis facilities, its private beach, its organic garden, its two restaurants, and the outstanding service provided by its dedicated, onsite staff.

It's no wonder that The Tryall Club was

named as "One of the best places to stay in the whole world," by Condé Nast Traveler.

Recently, Business View Magazine spoke with David Barber, Tryall Club's Director of Sales, Marketing, and Communications. The following is an edited transcript of that conversation:

BVM: The Tryall Club has a pretty long

and storied history. Can you tell us some of the highlights?

Barber: It is a remarkable part of Jamaica's history and the entire property is officially recognized as being part of Jamaica's National Heritage. The land, itself, was an Arawak Indian settlement and the Arawaks and the Tainos were the original inhab-

THE TRYALL CLUB



itants of much of the Caribbean before the arrival of the Spanish in the 15th century. Part of Tryall, mainly Barnes Hill, was an Arawak burial ground. We can actually trace the name Tryall to about 1680, as there are documents that exist, showing how many livestock were kept here and how many people were working on the estate.

"In fact, it does go back a little further than that, because when Oliver Cromwell seized Jamaica from the Spanish, he built a series of forts along the north coast of Jamaica, so as to repel the French and Spanish navies that kept trying to reclaim the island. The remains of the fort at Tryall are still standing, down by Flint River, which flows through the property.

"Over time, it existed, not so much as a plantation but as a mixed-use pen. So, it would have been livestock - primarily cattle, pigs, goats. But there was also some smaller scale cultivation of sugar. Most of our land is very hilly, so that's not a perfect topography for sugar growing. But, it was very successful for pimento and coconut. And still, today, you'll find hundreds of pimento trees scattered about the property.

"It stayed pretty much that way until after the Second World War. At that time, the property was owned by William and Ida DeLisser. The DeLissers came to Jamaica in the 17th



century and have remained here ever since then. In 1957, there was a group of businessmen staying at Round Hill, which is just down the road. They'd been over to Tryall to have afternoon tea at the Great House, and they decided to make an offer to buy the land, so as to create a private club. And that is really how Tryall began; the first villa was Little Hill, and that was completed in 1959."

BVM: So, who owns the Club, today? **Barber:** "The Club is owned by the 89 pro-



prietary members. Those are the members who have invested by either buying a villa, or buying a lot with plans of building a villa. They are the voting membership and, collectively, they own the club. There are other tiers of membership, such as overseas member, golf member, non-resident member - and that entitles people access to the Club and a number of other privileges.

"The owners are multi-national; it's mainly America, Canada, England, Switzerland, Italy,



China, and Russia. The properties are all owned, outright. In terms of people who come here on holiday, it's overwhelmingly North American. But not every owner rents; there are some owners who are residents, here, if not all of the year, for a good proportion of the year, and choose not to rent. Those that do are in a rental pool and they are available."

BVM: What is the size of the Club's staff? Barber: "The Club has 220 employees, and each homeowner employs his or her own villa staff, so there are about 450 villa staff. They're employed 365 days of the year and most of the villas have an occupancy rate of 50 percent. But, even if a villa is not occupied, because most of these are fairly large villas and they sit within an average of two to three acres with a garden, there's always a lot of maintenance to do. Having a property in the tropics is different than having a property in a more northern climate."

WHAT: A private com-**BVM:** Speaking of property, are munity of luxury villas **WHERE:** Near Montego Bay, Jamaica Barber: "We've been working with WEBSITE: www.tryallclub.com

there any upcoming changes or renovations planned for the Club? a consultancy company for about a year and a half on a Master Plan that addresses the future of Tryall. The plan addresses three distinct areas: the beach, the Great House, and linking and connecting both of those to the infrastructure of the Club.

"In a nutshell, the project for the beach would see us increase the depth of the beach; we can't widen it because it's a natural bay. We would add a swimming pool to the lawn, which is immediately behind the beach; we would construct a second pier opposite the existing 18th-century pier, and we would raise the existing beach restaurant, rebuild it, but put it slightly further back, which would give us a direct oceanfront terrace. Currently, we have it slightly to the west, but by using the same location for the restaurant, and putting it further south, it gives us a

AT A GLANCE THE TRYALL CLUB

THE TRYALL CLUB



deck to the north, directly over the water.

"The Great House component is slightly more complicated. In many ways, the Great House is lacking an identity, although it's the hub of the Club. It was built in 1834. It wasn't the original Great House; the original was further to the south and got destroyed in the 18th century by a hurricane. What we want to do with the Great House is take the building back to its 1834 shell. Over time, a lot of ad hoc additions were made to the structure for back-of-house purposes. So, we need to remove everything that is back- of-the-house and reconstruct it on land that we have to the east, bound by the Flint River. Now, by doing that, we would then be able to create a very attractive landscaped walkway from the tennis courts and the fitness center that will connect them with the pool of the Great House. And the Great House, itself, would become the venue for a small spa.

"We presented the Master Plan to the membership in November of last year, at the annual general meeting, and the membership approved the vision. At the same time, we are producing architect drawings, together with costings, for the beach component of the plan, together with a percentage of the infrastructural work, primarily the relocating of facilities down to the Flint River. That will be presented to membership, this November, at which time they will take a vote. If they approve, it is our



intention to implement that beach component during the construction season of 2018 – roughly mid-April to mid-December.

"At the same time, we're working on a marine and coral conservancy program because over the decades, the stag horn coral has eroded all along the north shore of Jamaica. I remember coming to Jamaica in the 1970s and when you made the final approach to the airport in Montego Bay, it looked as though the ocean was glittering gold fairly close to the shoreline and that's because stag horn coral, when it is very fertile and thriving, has a gold color. It's our intention to get that back.





So, we need to control the population of lion fish because they've done so much destruction, along with grouper and sea urchins. And one way we will encourage that is through guest interaction, because lion fish are extremely tasty to eat. So, we would take guests out and allow them to spear lion fish, which we'll then use in our kitchen or they can be used in the villa kitchens."

BVM: How do those villa kitchens operate for short-term guests? I understand each one has its own chef.

Barber: "There is an onsite commissary, which is like a small supermarket. So, each

THE TRYALL CLUB



time a guest arrives at a villa, we open an account for them at the commissary and they will sit with the villa chef, or the villa headof-house, and they'll discuss what they would like to eat during the course of the week that they spend with us. And then, the chef will create a series of menus; more often than not, they will use the commissary to source the produce. But if, for example, the quest is particularly keen on having a primarily fish diet throughout their stay, each villa chef has a relationship with a local fisherman, so he or she will call that local fisherman and ask them to go out in the morning and catch, and then come up to the villa, so the quest can actually choose what fish they'd like to have

either for lunch or dinner, that evening."

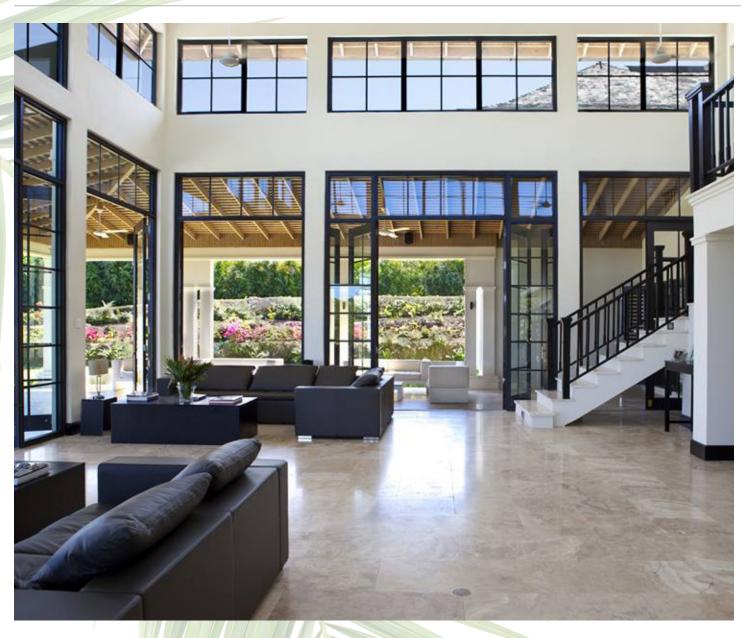
BVM: In addition to taking great care of its guests, the Tryall Club is known for its wider philanthropic activities. Can you talk a bit about the Tryall Fund?

Barber: The Tryall Fund exists to provide care in the local community, primarily in our own Parish, Hanover, but also in the neighboring Parish of Westmoreland. It's particularly focused on education. Children start school at the age of seven in Jamaica and in order to be admitted to school, they have to be literate. Hanover had an alarmingly high rate of illiteracy, particularly amongst children who were to start school, who were then denied that gift that should be with-



in every child's grasp. Through the Fund, a program was created, called 'Success by Six.' It's a program that teaches children from the age of three upward how to read using a phonics system. We've taken it to every single 'basic' school – these are the primary schools in Jamaica - in Hanover and quite a few in Westmoreland, so that when the child has reached the age of seven, they are fully literate and are able to start their formal education. So, we've raised the literacy rate among children to almost 90 percent. We also provide scholarships, every year for tertiary education as well as further education.

"We have a fairly wide-reaching healthcare program. For example, this week, we have a dental mission at the Club; we bring dentists from America who are based both at the Club and within a church in nearby Hopewell, and they offer dental cleaning, fillings, and other dental treatment, all free of charge.







"We also supply equipment for schools and care homes; we've even helped in the construction of schools. So, it's a very visible part of who we are and what we do."

THE TRYALL CLUB

BVM: Last question: If I'm looking to vacation in Jamaica, why should I choose to stay at the Tryall Club?

Barber: "One of the most compelling reasons to visit Tryall is the fact that it offers an experience that is not only authentically Jamaican, but inherently, Jamaican. First of all, there's the landscape, much of which is undisturbed. And if you follow one of the hiking trails, which will take you way up into the south hills, you will see the forest environment that Columbus would have seen when he first set sight on Jamaica.

"We have around 35 species of non-fruit trees at Tryall, and well over 15 species of fruit tree, so it's by no means your stereotype Caribbean property comprised mainly of different types of palm trees. And a high proportion of the trees here have a significant heritage – some of the silk cotton trees are in excess of 250 years old. We also have eight, very rare, grey birch trees, which are about 70 years of age and of tremendous stature with wonderful canopies.

"You will also see over 60 species of birds every single one endemic - together with all of the migratory birds that pass through Jamaica between April and November. We offer a very interesting bird-watching tour which sets out early in the morning. And that allows guests to learn to recognize a bird by its call – that's the easiest way to do it.

"It's also a place for people who love exercise. People who come to Tryall are very, very fit, and from five o'clock in the morning, you'll see people out walking, you'll see people out jogging. During the day, they're playing tennis; they might be playing golf; they go on hikes; they go off property to explore more of the island.

"And Tryall is one of those rare properties that does transcend generations. For example, people who come here now, with their children, have come here as a child with their parents. And more often than not, they'll bring their parents with them. So, it's multi-generational. It's an experience that creates memories and for many people, that's what they seek when they travel. It's not so much about commercial consuming, but more about collecting experiences as a family that they can share, afterwards."

PREFERRED VENDOR

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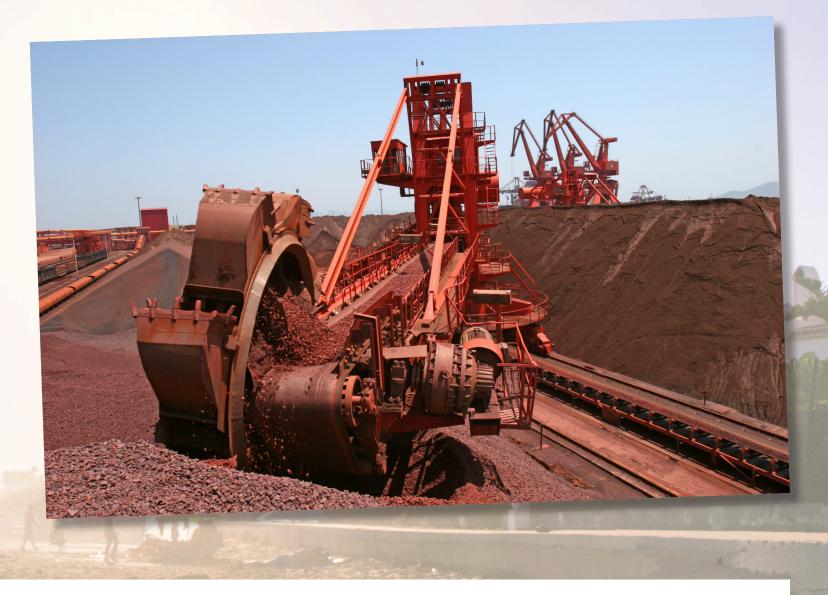
wo years ago Business View featured Diproinduca Trinidad Limited (DTL). Since then, the Board of Directors of this primarily family-owned business delegated the day-to-day management of its business and affairs to Shane Boodoo.

"We pride ourselves on being a family run business," explains Boodoo, "and that also is true in terms of being a very flat operation.
Anyone is equally a phone call away; from the

CEO to the secretary they are all just a phone call away and willing to do anything to help. That is one of our greatest strengths."

The Trinidad operation of Diproinduca is part of an international trading and environmental services company founded by Mr. Efrain Riera focused on the provision of innovative, intelligent, and effective solutions specifically designed to help its customers convert their industrial by-products into valuable feedstock assets. Financial, commercial, and operational strategies and policies are developed by the leadership in the corporate offices in Toronto, Ontario – the largest city in Canada, home to more than 2.5 million people – and then promoted and implemented across the company, which has individual operating and commerical entities in Trinidad and Tobago, Venezuela, Mexico, the United States, Barbados, Chile, as well as in the Middle East.

"Basically we meet the needs of commer-



cializing, recycling, or a combination of both, the industrial by-products that are produced in the manufacturing of steel on a daily basis, as well as all such materials that has been accumulated throughout the years at the local steel plants. We also look forward to partner with any new steel plants that open up," says Boodoo.

In terms of accumulated materials, he is referring to a huge amount of by-products that prior to DTL's services was not being used

DIPROINDUCA TRINIDAD LTD.



- some 600,000 tons, to be exact, of materials that were of little or no value to anyone locally because of their contamination and poor handling. Furthermore, the impact of this large accumulation on the environment was becoming an issue as all this material was overflowing the storage yard at the time.

"The plan was to come in and commercialize that material," Boodoo contin-

ues, "This is where we came and started doing service type offers in addition to the trading side of the business, which was the main business at the time. What we found was that there was a lack

AT A GLANCE DIPROINDUCA TRINIDAD LTD.

WHAT: International trading and environmental services company providing solutions designed to help convert industrial waste into assets

WHERE: Regional operation based in Point Lisas, Trinidad; corporate headquarters in Toronto, Ontario

WEBSITE: www.diproinduca.com

all aspects of their waste products: local handling, processing, logistics, and material management.

very low."

of competent and efficient

contractors to economical-

because at that time, when

along with other associated

costs, there was a very low

margin, so we needed to

keep our production costs

And so the company

evolved from a service type

focus to processing. Then

they were able to provide

those services to the local

steel mills and focus on

ly process the materials,

freight costs are added

The company has provided a full range of

international trading and environmental sermanufacturing operations, and continuously vices for businesses and industry around the classifies, manages, and commercializes reworld for more than three decades. Its process coverable by-products into various valuable begins with a comprehensive consultation products such as: direct-reduced iron fines, that helps identify key manufacturing chalpellet fines, sludge fines, metallic HBI chips, B-Scrap, sinter and pellet feeds, HBI and DRI lenges faced by its customers. The analysis helps Diproinduca's customers fines, high-purity iron oxide fines, and scrap as they deal with the accumulation of waste metal. Additionally, services offered include by-products, address environmental liabiliiron fines recovery, vessel logistics services and environmental consulting. ties, use their land more effectively, reduce

their material purchase costs, gain additional products from waste, and effectively manage operations and logistics.

Specifically, the Trinidad-based company purchases industrial by-products generated throughout years of its customers' steel



In Trinidad, Diproinduca has a workforce of six full-time employees while managing a roster of 20 to 25 outside contractors. The company, Boodoo said, comes armed with the technical knowledge and know-how and searches externally to find the appropriate

DIPROINDUCA TRINIDAD LTD.



equipment to access the waste material. The materials ultimately arrive at the company's screening facilities, where Diproinduca separates the fines and the pellets, which are then returned to the customer.

In the past, the primary relationships were with steel industry giants ArcelorMittal and Nucor Inc. Currently ArcelorMittal has closed its operations in Trinidad and the plant is for sale. Diproinduca looks forward to continue offering its services and expertise to the eventual new owners of this plant.

"When the plant went into liquidation, there was still a lot of recoverable material on site," says Boodoo, "and we had about another year and a half of work at the site. This served to have the site cleaned and ready for the new owners, whoever ultimately purchases the plant's assets."

"We will continue to provide Nucor with our services offerings," he continues, "but hopefully there will be a buyer for the plant that has been shut down. We have rearranged our business structure so that in the short term, if the other plant does not come online, we are adequately staffed and not over staffed. As with any forward focused organization, we continue to explore opportunities to diversify our business opportunities in terms of other products and markets. Our logistics and handling service supports any bulk product, aggregates, and minerals – in fact anything shipped in bulk. Any market we are trying to penetrate offers challenges, but we understand and are confident in our competitive advantages and are willing to put in the necessary works to continue to be successful."

Diproinduca is environmentally focused, and experienced in the delivery of an entire waste management portfolio. As Boodoo points out, the company's spotlight has been on Trinidadian steel but the thirteen years of refining their operations has taught them how to handle any bulk processing industry. Thus, it continues to focus on diversification strategies. "We're still working at our core business – "We're still working at our core business –

"We're still working at our core business – which is the by-products recycling from the steel industry – but the sophistication of our services is the key. It could be a maintenance service, it could be to develop another type of business related to industrial manufacturing," Boodoo elaborates. "We have been looking at opportunities on different islands throughout the Caribbean. Our goal is to go in and partner with local companies and offer our capabilities with the aim of reducing the production and logistic costs in order to be more competitive in the market where we would be selling the materials."

When looking at where they need to be in the near term, Boodoo talks about striking the perfect balance. "We would like to achieve a fair balance between our international trading and domestic business, which means Trinidad and the Caribbean, so we would want to balance that," he explains. "Secondly, we would want to achieve stability in terms of long-term contracts for trading and operations. Once we have that in place, the company can seek to focus on issues of cross training for staff, personnel development, and the implementation of succession planning.

"The Diproinduca group continues to invest heavily on research and development; this has always given us a competitive advantage in our industry. Continuing with this direction, we are focusing on the development of our R. I. B. technology – a proprietary technology to manufacture cold briquettes from by-products generated at DRI plants worldwide. This we believe is the future of recycling certain by-products. It

"For us," he concludes, "the main driver is not the bottom line. We need to ensure that we are fair, efficient and professional in what we do. We value and are committed to our customers and our employees with the understanding that these values and commitments are reciprocated. It is this ideology that makes us a successful organization."

PREFERRED VENDOR

DRI Shipping & Storing Consultancy Ltd. www.drishipping.com



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MASSY TECHNOLOGIES APPLIED IMAGING

ALL THE SUCCESS IN THE WORLD

assy Technologies Applied Imaging, since 2007, a part of the Massy Group of companies, began life as Pereira & Company, a stationery and office supply dealer, founded in 1923. Since its earliest days, the company owners have tried to stay ahead of the curve, maintain its relevance, and incorporate new brands and technologies in order to, in the words of Jevorn Scott, Massy Technologies Applied Imaging's Regional Business Manager, "transform our customers' office environment."

Those useful things to which Scott alludes include equipment and supplies from such well-known brands as Ricoh, Toshiba, Brother, Océ Canon, NEC, Boxlight Mimio, Opex, Haworth, and Humanscale. In addition, while supplying its clients with the latest in quality equipment, Massy Technologies Applied Imaging also transforms offices through space design and planning as well as crafting office fit-outs that combine brand identity with aesthetics. "Traditionally, a customer would buy a copier, use it, service it





MASSY TECHNOLOGIES APPLIED IMAGING



AT A GLANCE

WHAT: A full-service printing and imaging company with managed services

WHERE: Port of Spain, Trinidad, W.I.

WEBSITE: www.massytechnologies.com/appliedimaging



when necessary, and when it goes out buy another one and repeat that cycle," Scott explains. "What we've been able to do is educate our customers around the management of print - what the values are and what the drivers are - so that they know how it's impacting their business. We

can save them on costs and help them grow, so that when they add users we can enhance the infrastructure they have. It's really more of a consultative approach as opposed to 'Let me sell you a copier."

The company's consultative approach also encompasses a long-term relationship between itself and its clients, and Scott says that retention is the key to success for both sides. "After the initial engagement where we complete the assessment and provide recommendations for improving device management a customer can say, 'Well thanks, we don't need you anymore,' but that is actually when the work begins, because we need to sustain that level of efficiency, and also enhance it, and continue growing it, so that when you want to move to the next level, we, as your partner in technology, are right there anticipating your needs and honoring your confidence."

What differentiates Applied Imaging from its competitors? "The customer experience when

you're with Applied Imaging," Scott replies. "Our service standards are benchmarks against global models in the industry. We believe strongly in training our service teams. We are supported and backed by all of our suppliers, which allows for direct intervention on their part. This ensures that we are capable of resolving any issues that we are faced with. The customer experience and the integrity of that interaction with us is always protected."

Business View Magazine first spoke to Scott two years ago, and at the time, he apprised us of the company's ongoing strategic plan, whose goals included consolidating its core business, delivering better services, incorporating new technologies, and becoming the number one provider on

MASSY TECHNOLOGIES APPLIED IMAGING

all the islands on which it operates.

We recently caught up with Scott to see whether, and how, those goals have been realized: "We

have achieved a significant portion of our plan," he informed us. "We have established ourselves across the region; we have presence in Jamaica, Dominica, St. Vincent and the Grenadines, Suri-

nam, Barbados, and a couple of other islands. We have widened our product portfolio; we have introduced new technologies in audio visual; production printing and production scanning equipment, and in so doing, expanded our partner representations. We are also the authorized

MASSY TECHNOLOGIES APPLIED IMAGING



distributor for the Humanscale brand in the Office Interiors Division which provides an ergonomic furniture line that promotes health and wellness in the workplace. In terms of the diversification drive with the product portfolio, we have done that, while at the same time expanding our regional footprint."

Scott adds that the company has also made significant investments in its operations to better understand its customers and what they look for. "We placed a focus on strengthening our customer service expertise and our service delivery to help us manage those relationships and customer experiences," he says. "From investing in people to technology, to the diversification of our product portfolio, we have implemented those initiatives coming out of that strategic plan."

Now, says Scott, Massy Technologies Applied Imaging is moving ahead with a new strategic plan, currently in the blueprint stage. "What I can say is that the company will be focusing on its service lines in terms of the addition of new services; not so much on hardware as we have in the past, but more on services. We'll be partnering with our suppliers, and some new ones, as well, to leverage their best practices and thought leadership in how we go about building up and designing our new services to offer to the market."

As the company works toward these new goals, something that Scott said during our

first conversation about the true nature of his business, bears repeating: "When I think about who we are, and our purpose, it's really about transformation - how we've transformed our customers' environment or experience in a way that was meaningful to them, so that they see the benefit. How we deliver that ease of mind that allows them to go to work the next day and perform their job more efficiently and more effectively. People look at print as a piece of paper, but in certain industries, it's mission-critical, where that piece of equipment does not go down, and when it does go down you have service readily available and onsite to repair it and restore the operations to full functionality. When we do that, we'll have all the success in the world."



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