



MINISTRY OF TOURISM

Tourism Networks Policy and Strategy

Government of Jamaica

June 2020

Table of Contents

Foreword	1
Acronyms	2
Executive Summary	3
1. Defining Networks	5
1.1 The Five Networks	5
1.1.1 Gastronomy Network.....	5
1.1.2 Health & Wellness Network.....	5
1.1.3 Sports and Entertainment Network.....	6
1.1.4 Knowledge Network.....	7
1.1.5 Shopping Network	7
2. Introduction: Leveraging Jamaica to Fulfil the Tourism Experience	7
2.1 Background	8
2.2 Policy Rationale	10
2.3 Functions of Tourism Networks.....	11
2.4 Elements of Tourism Networks.....	12
2.5 Benefits of the Tourism Network Strategy Approach.....	13
3. Situational Analysis	14
3.1 Gastronomy	15
3.2 Health and Wellness.....	16
3.3 Sports and Entertainment	18
3.4 Knowledge	22
3.5 Shopping.....	24
4. SWOT Analysis	27
5. Alignment with Development Frameworks	28
6. Legislative and Policy Framework	29
6.1 Existing Legal Framework.....	29
6.2 Alignment with National Policies	30
7. Vision	31
7.1 Goal	31
7.2 Key Policy Outcomes.....	31

7.3	Guiding Principles.....	31
8.	Cross-cutting Issues.....	33
	Internal	33
8.1	Establishment of an Institutional Framework	33
8.2	Information and Communication Technology (ICT) Strategy.....	33
8.3	Promotion of the Tourism Networks Activities	34
8.4	Identifying Passion Points across the Networks	34
	External	35
8.5	Culture and Heritage	35
8.6	Youth Participation	35
8.7	Gender Equality.....	35
8.8	Environmental Sustainability	36
8.9	Climate Resilience.....	36
9.	Policy Strategies and Action Plan	37
9.1	Gastronomy	37
9.1.1	Product Development.....	37
9.1.2	Quality and Standards of Gastronomy Tourism	37
9.1.3	Gastronomy Brand Development	38
9.1.4	Forging Linkages	38
9.2	Health and Wellness.....	39
9.2.1	Adoption of Jamaica Standard Specification for Spa Entities (JS 319:2012)	39
9.2.2	Enhanced capabilities and resources of the Jamaica Spa Association.....	39
9.2.3	Product Development and Innovation	39
9.2.4	Promotion.....	40
9.2.5	Skill Improvement	41
9.3	Sports and Entertainment	41
9.3.1	Innovative Sector Development.....	41
9.3.2	Education and Training.....	42
9.3.3	Regulatory Compliance	42
9.3.4	Infrastructure.....	43
9.3.5	Marketing and Promotion	43

9.4	Knowledge	43
9.4.1	Sector Data Collection and Management	43
9.4.2	MICE Sector Development.....	44
9.4.3	Human Capital development.....	44
9.4.4	Innovative links between knowledge and tourism.....	44
9.5	Shopping.....	45
9.5.1	Marketplace Diversification.....	45
9.5.2	Legislative Reform.....	45
9.5.3	Data Collection	45
9.5.4	Stakeholder Collaboration	46
9.5.5	Shopping Strategy Plan.....	46
10.	Institutional Framework for Programme Delivery	47
10.1	Overview of the Tourism Linkages Programme	47
10.2	Proposed Institutional Structure	48
11.	Implementation Plan	50
12.	Monitoring and Evaluation Framework	60
13.	Policy Review	67
14.	Key Supporting Stakeholders	67
	Conclusion	68
	Appendices	69
	Bibliography	73

Foreword

Jamaica, in seeking to leverage benefits from increased global travel and specifically tourist arrivals, will be adopting strategic and innovative approaches to attract the ever increasing number of global travellers. Tourism Networks are being positioned as an important element of the strategy to increase visitor arrivals and also enhance the visitor experience, resulting in increased visitor spend. Jamaica has long recognised the change in the ethos of the modern traveller from wanting to enjoy sun, sea and sand towards wanting to have lasting experiences that minimise their ecological footprint whilst at the same time facilitate engagement with communities that redound to benefits to locals. In addition, vacations are seen more and more by travellers as opportunities to explore and fulfil their passions. These may range from wanting to experience nature based attractions, rich gastronomic experiences, rejuvenating health and wellness product offerings, cultural entertainment, sports and other experiences.

Within the last decade, the rate of international travel has increased steadily. In 2017, international tourist arrivals increased by 7% with 1.322¹ billion arrivals. This growth trend was also evident in the Americas, with increases driven by travel to the Caribbean, which saw an overall increase in arrivals to over 30 million², a breakthrough achievement. Within the context of Jamaica, total stopover arrivals increased steadily to 7.8% in 2017, with cruise ship passenger arrivals also experiencing a similar upsurge of 16.2%³. This pattern demonstrates the growth in demand for the Jamaican tourism product and the need to ensure continuous diversity of experiences that cater to the evolving needs of travellers.

The Ministry of Tourism, through the Tourism Linkages Programme, has in recent times, demonstrated that there are strong synergies between tourism and other key sectors such as manufacturing, agriculture and entertainment. Through the programme, there has been increased consumption of goods and services sourced locally paralleled by job creation, thereby involving more Jamaicans in the tourism value chain and increasing foreign exchange generation and retention. The Network strategy seeks to develop the tourism product in innovative ways that will appeal to visitors and locals alike. Through the ongoing activities of the Networks and Technical Working Groups (TWGs), tourism stakeholders will be engaged to leverage the five Networks to diversify the existing tourism products. The diversification process will lead to the development of new experiences, all with a view to generating greater economic opportunities for citizens, while diversifying the visitor experience.

¹ <http://media.unwto.org/press-release/2018-01-15/2017-international-tourism-results-highest-seven-years>

² <https://today.caricom.org/2018/02/20/regional-tourism-hits-30m/>

³ Jamaica Tourist Board. (2017) Visitor Arrivals to Jamaica [Annual] 2003-2017. Retrieved from <http://www.jtbonline.org/report-and-statistics/annual-travel/visitor-arrivals-to-jamaica-annual/>

Acronyms

BSJ	Bureau of Standards Jamaica
CARICOM	Caribbean Community
CARIFORUM	The Caribbean Forum
CCI	Creative and Cultural Industries
CFJ	Culinary Federation of Jamaica
CTO	Caribbean Tourism Organisation
EMCVPA	Edna Manley College of the Visual and Performing Arts
GN	Gastronomy Network
GIS	Geographic Information System
H&WN	Health and Wellness Network
Heart Trust/ NTA	Human Employment and Resource Training Trust, National Training Agency
ICT	Information and Communication Technology
ICTA	International Culinary Tourism Association
JACAP	Jamaica Association of Composers and Producers
JACRA	Jamaica Agricultural Commodities Regulatory Authority
JAMMS	Jamaica Music Society
JAMPRO	Jamaica Promotions Corporation
JAPEX	Jamaica Product Exchange
JBDC	Jamaica Business Development Corporation
JCF	Jamaica Constabulary Force
JCTI	Jamaica Centre of Tourism Innovation
JTB	Jamaica Tourist Board
KN	Knowledge Network
KSAMC	Kingston and St. Andrew Municipal Corporation
LEED	Leadership in Energy and Environmental Design
MBCC	Montego Bay Convention Centre
MCGES	Ministry of Culture, Gender, Entertainment and Sport
MDAs	Ministries, Departments and Agencies
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MICAF	Ministry of Industry, Commerce, Agriculture and Fisheries
MICE	Meetings, Incentives, Conventions and Exhibitions
MOF	Ministry of Finance
MOH	Ministry of Health
MT	Ministry of Tourism
MSME	Micro, Small and Medium Enterprises
NSWMA	National Solid Waste Management Authority
PPP	Public/Private Partnership
RADA	Rural Agricultural Development Authority
SIDS	Small Island Developing States
S&EN	Sports and Entertainment Network
SN	Shopping Network
TEF	Tourism Enhancement Fund
TPDCo	Tourism Product Development Company Limited
TWG	Technical Working Group
UNWTO	United Nations World Tourism Organisation
UTECH	University of Technology
UWI	University of the West Indies

Executive Summary

The Tourism Networks Policy and Strategy aims to promote spending within the tourism sector, through the establishment of key Networks. These Networks will spearhead initiatives aimed at diversifying tourism experiences for the local and international traveller, thereby driving growth along numerous segments of the tourism value chain. Whilst the work of associations within the tourism and other sectors is not new, Networks present a broader sphere of operation, influence and focus which extends beyond industry associations. They will also broaden the reach of tourism earnings to more players in the value chain, in particular to the micro and small tourism entities. The benefits of Tourism Networks are classified into three categories 1) learning and exchange 2) business activity and 3) community. Through learning and exchange between Network participants benefits are leveraged that have the potential to be translated into positive business activity and community outcomes.

Five Networks have been identified for their potential to drive economic growth through this model. They are: Gastronomy, Health & Wellness, Sports & Entertainment, Knowledge and Shopping. A situational analysis of Jamaica's performance in each area highlighted significant opportunities for the development of tourism, utilising these Networks as platforms. The Tourism Networks Policy and Strategy relies on collaboration and partnership between government entities, the private sector and community based organisations.

The Policy will foster a more focused identification of key tourism value chains, niche areas and Networks that are likely to be sectors of potential growth and development. It will serve to identify priority areas of coordinated focus through the Networks and will strengthen synergies between key stakeholders to develop and execute strategic activities. Networks will support the development of clear business strategies and growth outcomes along these targeted value chains towards sustainable tourism development.

The Vision, Mission and Goal are emphasised and form the basis for the strategies outlined in the Policy, supported by guiding principles. They seek to anchor the activities of the Networks and TWGs by providing a policy framework of targeted implementation, monitoring and evaluation. The Policy further outlines key objectives that inform the desired overall outcomes as well as the specific activities set out in the Strategy. The Policy is guided by the directive to achieve the objectives of five key pillars to achieving sustainable economic growth. The five pillars are:

- 1. Access new markets**
- 2. Develop new products**
- 3. Attract new investment**
- 4. Build new partnerships**
- 5. Develop human capital in the tourism sector**

It is under this guiding framework that the Policy and Strategy has been developed to create an operational framework for the Networks and TWGs, to encourage the metamorphosis of the Jamaican tourism product into a more diverse and innovative structure, creating new and appealing experiences for visitors. Through the activities of the Networks, linkages will be expanded to allow more Jamaicans to benefit from tourism through the development of sustainable short and long term strategies.

The Policy also addresses cross-cutting issues such as the establishment of an institutional framework, information and communication technology strategy, promotion of the Tourism Networks activities, identifying passion points across the Networks, culture & heritage, youth participation, gender equality, environmental sustainability and climate resilience, noting the significant roles of these elements in the tourism product.

Policy implementation falls within the ambit of the Tourism Enhancement Fund, providing institutional support for the implementation of activities emanating from the Policy and Strategy. Each Network will provide periodic progress reports on their respective initiatives. Monitoring and evaluation will be managed by a detailed framework which sets out the critical activities to be undertaken, responsible Ministries, Divisions and Agencies (MDAs), indicators of success and measurement of outcomes.

1. Defining Networks

Networks in the context of tourism are characterised by the interaction between individuals or organizations with common interests and a commitment to shared goals that support innovation and competitiveness in Jamaica's tourism sector. Recognition of the importance of Networks was highlighted within a manufacturing context which noted the competitive advantage to be achieved through industry clusters.

1.1 The Five Networks

1.1.1 Gastronomy Network

Gastronomic tourism includes any tourism experience in which a person learns about, appreciates, and consumes food and drink that reflects the local cuisine, heritage, or culture of a place. Gastronomic tourism is the exploration of food by tourists and is now considered a vital component of the tourism experience. Gastronomy tourism is not limited to gourmet food as it targets what is unique, authentic and memorable about the particular destination. In the Jamaican context, this translates to our farmers, restaurateurs, fishermen, coffee brewers, street food entrepreneurs and a number of other players.

Jamaica's culinary landscape provides much inspiration and tangible assets due to the island's cultural dynamism and agricultural capabilities which, when combined with the skill and inherent talent of local culinary practitioners, creates a unique product offering that appeals to travellers, especially those who seek to make food an integral aspect of their travels. The Ministry has identified this as a leading tourism passion point that can be leveraged to attract visitors. Several key activities and initiatives have been identified as strategies that will focus on showcasing Jamaica's existing diverse culinary offerings through the promotion of culinary festivals and the development of a centralized structure which integrates the relevant aspects of key assets and resources already available to create a competitive tourism product. The Gastronomy Network will thus leverage global interest in gastronomic tourism by developing programmes and initiatives to foster the growth of culinary tourism as a niche product of Jamaica.

1.1.2 Health & Wellness Network

Health and wellness tourism is defined as trips that are taken by tourists with the principal purpose being to improve their health and/or wellbeing. Typically this includes one or more of the following: physical fitness programmes, spa visits, medical treatment, health farms, beauty treatments, and many different alternative therapies derived from different cultures. The destination provides the necessary infrastructure and supporting services such as accommodations, restaurants, and other facilities, with a strategically developed offer for health and well-being.

Health & Wellness has played an integral role in daily societal life for thousands of years, emerging as a hallmark of many cultures and developing into a marketable tourism product. This form of tourism sees persons travelling to destinations seeking proactive care or alternatively, restorative care. An important component of the Ministry's agenda on health and wellness will be to develop existing spa facilities, namely the Milk River Mineral Bath in Clarendon and Bath Fountain Hotel and Spa in St. Thomas. Development of these resources has the potential to support the build out of spa towns in the surrounding communities to add value to these products. The use of indigenous natural products including various local herbs provides another lucrative growth area under the rubric of health and wellness. In addition, to facilitate the development of an internationally recognized health and wellness tourism product, local standalone spas are being engaged to align their services with national standards in an effort to ensure a credible and safe health and wellness tourism product. The Health and Wellness Network will thus develop the framework for the expansion of the health and wellness tourism component, as medical tourism is encapsulated in a separate Policy.

1.1.3 Sports and Entertainment Network

This Policy addresses the Sports and Entertainment Network as a single Network and they are treated as such throughout the document. However, for the purpose of defining the specific nature of each element and providing a background analysis of each, the respective areas are addressed separately below as well as in the Jamaican context of the Situational analysis.

Sports

Sports tourism can be defined as “all forms of active and passive involvement in sport, casually or in an organized way, for non-commercial or business/commercial reasons, that imply travelling away from home and work”⁴. Common examples include international events such as T20 Cricket, the Jamaica Classic Golf Tournament, the Jamaica Classic National Collegiate Athletics Association (NCAA) Basketball Tournament and individual (non-team) participant sports such as tennis, and horse racing. Jamaica has played host to a number of these events and it presents a strong basis upon which to pursue sports, jointly with entertainment, as an important niche area.

Entertainment

Jamaica's entertainment product is an enticement that continues to enthrall visitors throughout their stay. In the social domain, entertainment can enhance the local people's quality of life by increasing their sense of belonging to a community and offering them more leisure experiences. In the economic domain, entertainment plays a role in diversifying the revenue sources as well as directly increasing tourism revenue. Entertainment therefore plays an important role in the development of a tourism destination. The Sports and Entertainment Network will therefore fuse expertise in the sports and entertainment sectors to facilitate a collaborative approach to sector

⁴ Joy Standeven and Paul De Knop, *Sport Tourism* (Champaign, IL: Human Kinetics, 1999), 12.

development. The main aim of this Network is the enhancement and promotion of local sports and entertainment events.

1.1.4 Knowledge Network

The Knowledge Network will represent an inclusive ‘Community of Knowledge’ where knowledge generators, policy makers and practitioners proactively participate in sharing, interacting and accessing relevant resources to be able to stimulate the creation, dissemination and application of knowledge in tourism. As an industry leader, Jamaica is a repository of information about best practices, and has been recognised internationally for initiatives aimed at development of sustainable community tourism. One such initiative is the publication of the Community Tourism Toolkit, which provides a practical framework to assist community tourism entities with the further development of the business skills. The development of the Knowledge Network will facilitate the sharing of information between government agencies and tourism entities to benefit the sector on regional and global scales. Human resource development will fall under the ambit of the Knowledge Network as partnerships among training institutions and industry entities are strengthened to improve curricula and increase access to training. Promotion of Jamaica’s Meetings, Incentives, Conventions and Exhibitions (MICE) facilities is another strategy of the Network’s focus with initiatives to improve the sector’s performance by redeveloping the marketing strategy of existing facilities to improve performance. Activities of the Knowledge Network, such as Smart Destinations:Jamaica will also educate and provide access to Information and Communications Technology (ICT) products aimed at enhancing the tourist experience in hotels and attractions

1. Shopping Network

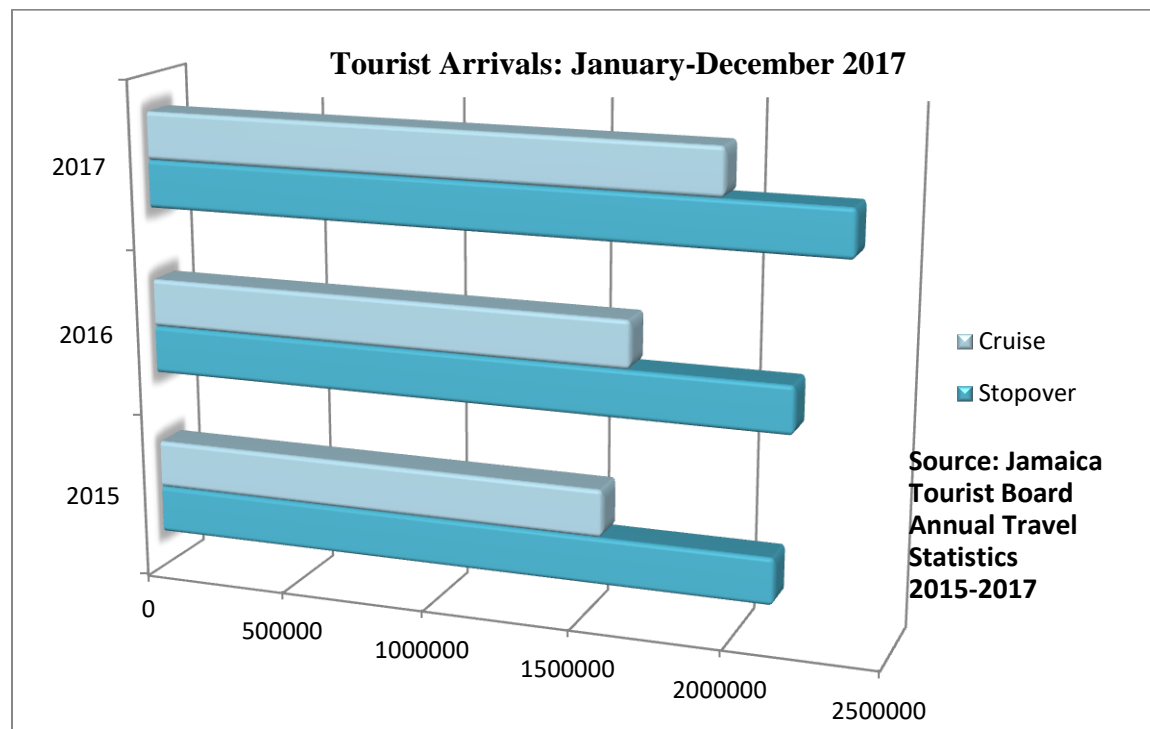
Shopping Tourism is a contemporary form of tourism fostered by individuals for whom purchasing goods outside of their usual environment is a determining factor in their decision to travel. Aligning Network strategies with visitor spending trends can assist the sector in developing new sources of income. The Shopping Network will facilitate the enhancement of the shopping experience that will link the purchase of an item to the travel experience thus creating positive associations that may drive repeat travel.

2. Introduction: Leveraging Jamaica to Fulfil the Tourism Experience

2.1 Background

Tourism's impact on global economic development continues to magnify the expansion and diversification of the demands of travellers. The global tourism industry continues to demonstrate a marked influence on country-GDP and other markers of economic development. Travel statistics have revealed that international travel has increased by 7% in 2017, above trend of 4%⁵, and this increase is similarly experienced elsewhere in the Caribbean. Increases in visitor arrivals, room stock, employment and the retention of visitor spend are some of the critical issues related to the Jamaican tourism sector and must be managed through strategic policy interventions.

In 2017, visitor arrivals to Jamaica significantly increased to a record level of 4.3 million, representing a 21.1% increase over arrivals in 2016⁶. Despite this increased global demand for travel and tourism products, there is a view that related economic returns have not equitably filtered down to the wider society and as a result, the impact of the increased in-flows of foreign investment has negatively impacted the local cost of living and has burdened the struggling social and physical infrastructure in local communities.



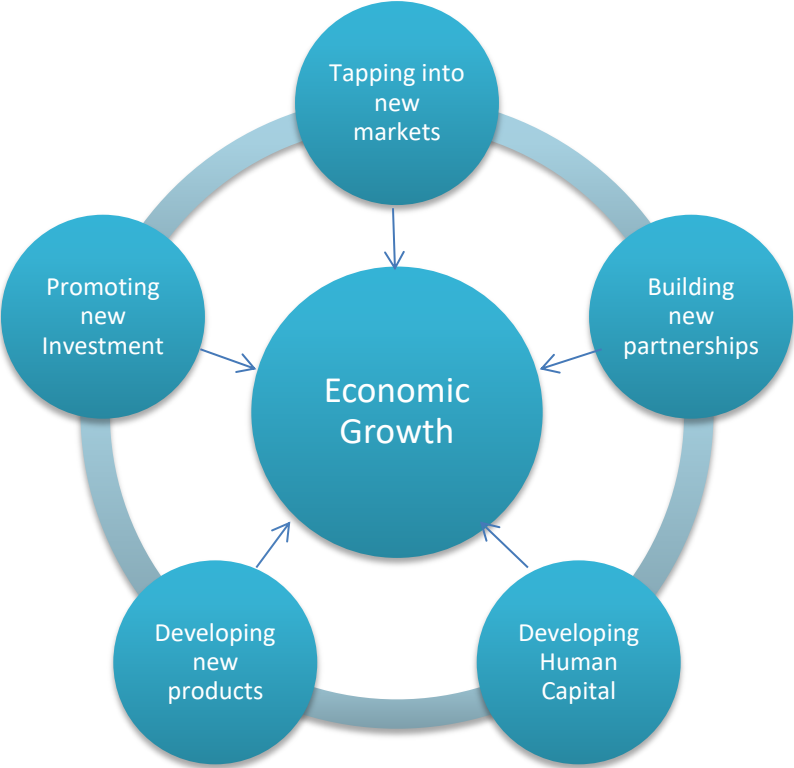
In an effort to capitalise on the growth currently experienced in the global travel industry, the Jamaican tourism sector must leverage the available natural, human and physical resources to

⁵ UNWTO World Tourism Barometer; Volume 16 January 2018

⁶ Jamaica Tourist Board, Annual Travel Statistics

mobilise the sector to respond appropriately. The economy will therefore be stimulated through increased investment, foreign exchange inflows and job creation. To achieve this, the Ministry has outlined critical targets aimed at guiding the future of the tourism sector, namely, securing by 2021, 5 million visitors, generating US\$5 billion in tourism earnings, increasing total direct jobs to 125,000 and adding 15,000 new hotel rooms. The driving factors behind these initiatives are evidenced in the Five Pillars of Tourism Growth which the Ministry has proposed to achieve significant economic growth.

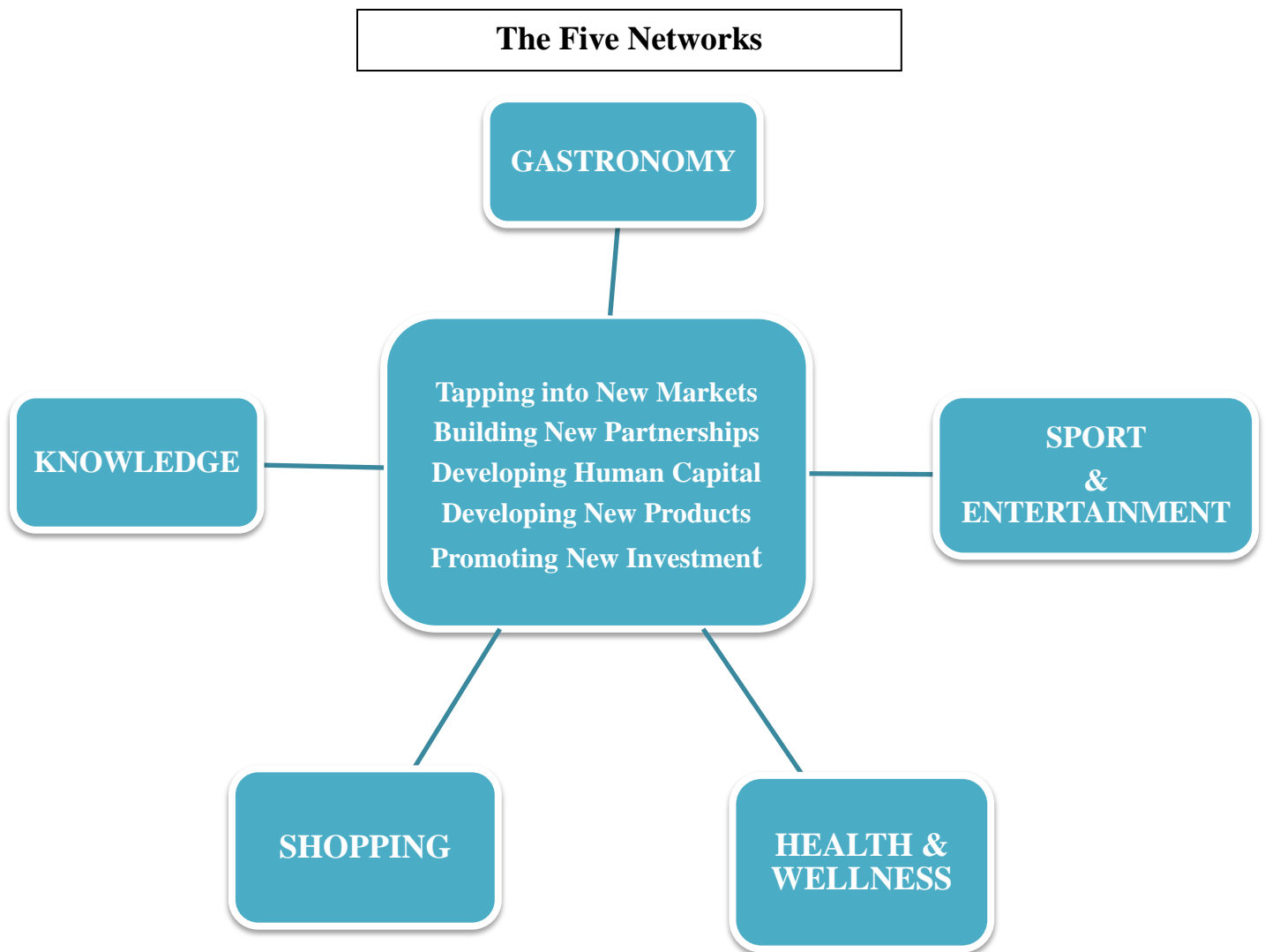
The Five Pillars of Tourism Economic Growth



2.2 Policy Rationale

The implementation of the Tourism Networks Policy and Strategy represents a restructuring of the tourism sector to become more globally competitive by embracing innovation and entrepreneurship. The Jamaican tourism sector strives to diversify the traditional mass-market vacation concept and by implementing Tourism Networks, reinforces its status as a pioneer.

In recognising the need for a collaborative approach to tourism development, the Ministry is developing and implementing a Tourism Networks Policy and Strategy to streamline the various activities and initiatives that have already begun with those that will be established in the coming years. Five Networks have been developed to facilitate the five pillars of tourism economic growth, forging linkages throughout the economy and providing increased opportunity for growth. These Networks are depicted in the diagram below:



2.3 Functions of Tourism Networks

An examination of the functions, benefits and critical success factors of Tourism Networks will reveal the value proposition to be gained by implementing such a structure. While available literature is limited, this Policy and Strategy has been developed to profile Tourism Networks, incorporating the available knowledge and resources on Tourism Networks. In a study published in the *International Journal of Contemporary Hospitality Management*, the primary functions of Tourism Networks are categorised under the general headings of: *learning and exchange, community and business activity*⁷.

2.3.1 Learning and Exchange

Tourism Networks function as organisational systems which facilitate the sharing of knowledge between the various entities within the sector. The collective nature of Tourism Networks allows for the exchange of ideas and information in a guided and targeted manner with a view to achieving a common goal.

2.3.2 Community

The relationships established within Tourism Networks enable entities to develop a unified sense of purpose that aids in driving strategic initiatives. Furthermore, the nature of Tourism Networks fosters public/private partnerships which utilise the strengths of private sector innovation to enhance public sector operations and vice versa. The integration of multiple entities thus fosters mutual support for the development of the sector and by extension, the destination.

2.3.3 Business Activity

The amalgamation of resources is a key function of Tourism Networks, as partnerships are developed and activities are pursued to mutually benefit all parties. Members have the ability to cross-reference their needs and capacities and can seek or offer support as needed. Business development is another element that exists as a feature of Tourism Networks as the Networks enable the sharing of resources that encourages the development of the participating entities. Additionally, the linkages formed as a result of the Network relationships facilitate ease of inter-trading among partners.

The functions highlighted above illustrate the intended impact that the Networks will have on the tourism sector and the economy at large. The Networks have been developed to:

- Ensure that Jamaica improves its global competitiveness;
- Strategically target new tourism niches for which the country is naturally and culturally suited;

⁷ [Alison Morrison](#), [Paul Lynch](#), [Nick Johns](#), (2004) "International tourism networks", *International Journal of Contemporary Hospitality Management*, Vol. 16 Issue: 3, pp.197-202, <https://doi.org/10.1108/09596110410531195>

- Respond to new demographics, new spending patterns and the driving passion points of the traveller;
- Combat seasonality by offering a diversity of events and activities throughout the year, thus promoting a sustainable sector; and
- Make the visitor's experience more fulfilling by maintaining excellence in service and standards.

To ensure the functionality and sustainability of Tourism Networks, research has shown that it is essential to have certain systems embedded in the framework of the Networks. These elements are critical to the successful operation of Tourism Networks and include *objectives & purpose, organisational structure, resourcing, member engagement and benefits and inter-organisational learning*.

2.4 Elements of Tourism Networks

2.4.1 Objectives and Purpose

In order for a Network to achieve its ultimate mission, the overarching goals and objectives must be clearly articulated, taking into consideration the interest of all stakeholders affected by the activities of the Network. Networks with an academic focus tend to express their purpose as promoting the generation and dissemination of research. Networks with an economic focus propose to directly impact the sector while developing relationships with other entities and obtain some form of economic benefit. Networks consisting of both public and private entities typically function with the intention of increasing tourism development through the distribution of public sector resources, thus facilitating public/private partnerships. Tourism Networks therefore, exist to integrate a traditionally fragmented value chain.

2.4.2 Organisational Structure and leadership

The organisational structure of Tourism Networks is comprised of private sector experts in their relevant fields supported by specialist government agencies. A multi-tiered structure emerges with key members guiding the evolution of the Network and the activities engaged.

2.4.3 Resourcing

Access to financial, physical and human resources is a critical determining factor in the successful implementation of Network strategies. The resources of Tourism Networks are usually garnered from a combination of public funds, private sector sponsorship and voluntary contributions in kind.

2.4.4 *Member engagement*

The level of involvement of Tourism Network members is also critical in defining the success of initiatives undertaken, where the collective nature of the Network fosters a sense of belonging and mutuality of purpose.

2.4.5 *Inter-organisational learning*

Encouraging a culture of inter-organisational learning fosters continuous knowledge exchange among members of a Tourism Network. This facilitates an approach which provides a basis to determine the activities to be pursued within the Network.

2.5 Benefits of the Tourism Network Strategy Approach

- Increased visitor arrivals
- Increased visitor expenditure
- Enhanced visitor experiences
- Continuous innovation of tourism products
- Inclusive tourism value chain
- Strengthened business strategies and growth outcomes
- Capacity building

3. Situational Analysis

Tourism Networks: Global Context

Globally, the utilisation of the Network structure has emerged in many different fora, at macro and micro levels of society driven by various stakeholders. The United Nations World Tourism Organisation (UNWTO) is one such entity that seeks to leverage the expertise of member countries through an amalgamation of various stakeholders, representing NGO's, governments and academia. The main aim of these Networks is to facilitate collaboration and encourage the sharing of ideas and experiences related to common interests. The Networks under the helm of the UNWTO are:

- **UNWTO City Tourism Network:** Facilitates public and private sector collaboration to enhance city tourism.
- **UNWTO Gastronomy Network:** Fosters partnership with experts, destination management organisations, academia, the private sector and Member States to promote and develop gastronomy tourism.
- **UNWTO Knowledge Network:** Assembles knowledge generators, policy makers and practitioners to contribute to the generation and implementation of tourism knowledge resources.
- **UNWTO Shopping Network:** Encourages the development of shopping tourism through the sharing of best practices.

Tourism Networks: Regional Context

Within the Caribbean region, linkages between the tourism sector and other related sectors have been identified as catalysts for economic growth. The Institute for Cooperation on Agriculture (IICA) in partnership with the Organisation of American States (OAS) launched a regional initiative, “Strengthening of the Tourism Sector through Development of Linkages with the Agricultural Sector in the Caribbean” in 2009, aimed at leveraging the linkages between the agriculture and tourism sectors in seven countries- Barbados, Dominica, Guyana, Jamaica, St. Kitts and Nevis, Suriname and Trinidad and Tobago. The objective of this programme was to increase economic opportunities, improve resilience in rural communities and encourage the sustainable development of the agriculture and tourism sectors through online course offerings and workshops⁸.

⁸ Organisation of American States. (March 18, 2009) *OAS and IICA Working to Strengthen Agro-tourism in Trinidad and Tobago*[Press release]. Retrieved from http://www.oas.org/en/media_center/press_release.asp?sCodigo=E-081/09

3.1 Gastronomy

Food tourism is defined by the International Culinary Tourism Association (ICTA) as something that “must be understood as part of the cultural tourism....a culinary experience that is unique and worthy of remembering.” This is the guiding principle behind a gastronomy strategy for Jamaica, which exposes visitors to the varying levels of culinary experiences available from street food to fine dining.

3.1.1 The Global Context

The popularity of food tourism as a global travel trend has emerged as gastronomy in a number of countries and has become a leading driver for international travel. In recent years, destinations such as Peru and Malaysia have gained prominence as premiere gastronomy destinations, even rivalling more established destinations. Over the last ten years Peruvian cuisine has risen in popularity among travellers for its unique juxtaposition of traditional techniques and ingredients with modern culinary techniques. A hallmark of the cuisine’s identity is the congruence of cultural and geographic diversity that has spawned regional specialisation in dishes and techniques. The Peruvian culinary movement has progressed even further by adapting traditional ingredients and practices with modern culinary techniques. The appeal of Peruvian cuisine can be attributed to the wide range of available culinary experiences, such as street food, fusion cuisine and fine dining. Culinary practitioners have also leveraged the rarity of certain indigenous foods to create exclusive gastronomy experiences. The dynamism of the modern Peruvian culinary landscape reflects a fluid and vibrant environment within which experimentation and creativity are encouraged and a great emphasis is placed on localism.

Malaysia’s multi-ethnic and diverse geographical environment provides the backdrop for the country’s expanding popularity as a culinary destination. The country’s role in the historic Asian Spice Route influenced the cultural diversity by bringing together various nationalities along this route to work not only in the spice trade but also in the mining and rubber plantation industries. This convergence resulted in the introduction of many new cuisines and culinary ingredients and techniques which merged with traditional Malay cuisine. Another aspect of culinary tourism that has propelled Malaysia’s destination profile is the support by government to “street food” culture. Street food markets have been developed in collaboration with local government, with dedicated outdoor food stalls erected to enable visitors to observe the culinary practices and dine in the same environment in which their food is being prepared. Inclusiveness has thus become a hallmark of the Malaysian tourism experience thereby making it an appealing destination for international visitors.

This innovation builds on the prestige of countries such as France and Spain, which have developed comprehensive gastronomy tourism programmes to leverage visitor interest in their unique culture and heritage. Notable elements of French Gastronomy that have driven the passion points of travellers include the development of new cooking techniques, emphasis on gastronomic culinary rituals, specialisation of wine and cheese pairings and the evolution of

pastry-making. These elements have influenced culinary trends in other countries and have led to the growing interest in farm produced food and the associated story behind how food is produced, the increased use of social media by travellers to search for information about culinary experiences and to document their travel experiences and innovations in culinary technique which transforms the dining experience into a presentation⁹. In Spain, for instance, there exists a long-standing reputation for the developmental work of Chefs in the Catalán region, within the culinary industry, to incorporate the traditional techniques and ingredients with modern and experimental techniques to distinguish the regional culinary profiles. This has enabled the region to distinguish itself from other areas of Spain, thus creating a competitive advantage within the tourism landscape while maintaining its motivating potential for visitors to return.

3.1.2 The Jamaican Context

Jamaica's cuisine has become a hallmark of the destination's brand. As the destination's popularity for sun, sand and sea grew, visitors who arrived seeking the famed beaches and resorts and have left with a newfound understanding and appreciation for Jamaican cuisine. Blue Mountain Coffee, Devon House Ice Cream¹⁰ and Jamaican Jerk stand out as primary symbols of Jamaican gastronomy, as their popularity continues to satiate the appetites of visitors. Other aspects of Jamaican cuisine that continually attract visitors to the island include the use of herbs and spices, widespread availability of authentic and appetising street food and the niche market of fusion cuisine. While street food operations are largely unregulated, efforts are being made to formalise entities and encourage compliance with local regulations.

In response to changing traveller trends, chefs, restaurants and food producers have worked steadfastly to redefine the local culinary landscape while delivering authentic culinary products and experiences. Initiatives such as the establishment of Jamaica's first gastronomy centre, at Devon House and the launch of various innovative food festivals etc. have sought to redefine the appreciation for local and authentic cuisine and its potential to attract visitors. Stakeholders have also recognised the importance of cultural preservation of food related assets and efforts are being made to develop capacity building programmes that teach culinary practitioners to document and protect these assets which include traditional recipes.

3.2 Health and Wellness

The distinction between medical tourism and health & wellness tourism has not been clearly defined as both areas continue to evolve. According to input received at the 2011 Global Spa Summit, the categorical difference between both aspects of tourism is that persons travelling to

⁹ Beaugé, Bénédic(2012) On the idea of novelty in cuisine: A brief historical insight. *International Journal of Gastronomy and Food Science* 1(1), 5-14

¹⁰ National Geographic. (September 13, 2011) *Top 10 Places to Eat Ice Cream*. Accessed from <https://www.nationalgeographic.com/travel/top-10/ice-cream-parlors/>

access medical tourism do so for the explicit purpose of receiving direct professional medical care that may be specialised or more affordable than what is available in their home country, whereas persons travelling to engage in wellness tourism pursue activities that are lifestyle driven and seek to supplement one's personal health and well-being. The treatments sought need not be carried out by trained medical professionals and are often preventative rather than reactive.

Studies have shown that travel and its related activities can impact the well-being of visitors long after a vacation¹¹. This linkage is significant as it provides the basis for which tourism policy develops initiatives that result in positive residual effects on the visitor experience long after leaving the destination.

3.2.1 The Global Context

The global health and wellness tourism market has developed as a natural extension of global tourism to meet the changing demographics and needs of travellers. This niche market is identified as a high value product due to the exclusive nature of health and wellness tourism products available. Many leading tourism destinations have developed comprehensive medical tourism initiatives that rely heavily on health and wellness as a component of the total product offering. Countries such as India have capitalised on natural competencies such as high quality medical care and traditional and alternative forms of wellness such as Yoga and Ayurveda, to position themselves as leading wellness and medical tourism destinations¹².

Regionally, the Dominican Republic is one such example where private entities have crafted elective surgery packages that include recuperation in luxury spa resorts or hotels and the utilisation of homeopathic wellness products and activities to aid in the restorative process. These initiatives are anchored by the Dominican Health Tourism Association (ADTS) and the Medical Tourism Association (MTA) and supported by the publication of the Dominican Republic Health and Wellness Destination Guide¹³. Health and wellness resorts (Le Sport in St. Lucia), spas (Rainforest Paradise in Dominica), rehabilitation services (Crossroads Centre in Antigua) and fertility services (Barbados Fertility Centre) are some additional popular offerings available.

Additionally, as the cost of travelling decreases people are becoming more exposed to different cultures and thus different approaches to health and wellness. This information is also readily available in media packaged format utilising spokespersons and experts to promote health and

¹¹ Chen, Chun-Chu; Petrick, James F. "Health and Wellness Benefits of Travel Experiences A Literature Review" *Journal of Travel Research* 52.6. (2013) 709-719. Sage Journals. Web. April 5, 2018

¹² Minister of Tourism. Government of India. <http://tourism.gov.in/wellness-medical-tourism>.

¹³ Stephano, R. (2017). *The Dominican Republic Health and Wellness Destination Guide*, <http://dominicanrepublic.medicaltourism.com/>

wellness ideals, e.g. Dr. Oz, a popular wellness/medical media personality. This market is constantly growing, with an ever evolving stream of new diets, exercise regimes, natural products, etc. and there is potential for additional growth from sectors offering new and unique value propositions.

3.2.2 The Jamaican Context

Within the Jamaican context, medical tourism is identified as a separate niche area from health and wellness tourism. Jamaica's established and internationally acclaimed hospitality service lends itself easily to the development of health and wellness tourism. With Jamaica's efforts to diversify the "sun, sand and sea" image, leveraging Jamaica's natural environment provides the natural resources needed to sustain the growth of this sector. Health and wellness facilities are found within the confines of all-inclusive hotels, with the largest hotel spa in the Caribbean located at the Moon Palace Resort, and are also represented in a number of standalone facilities. Aside from man-made spa facilities, Jamaica boasts two internationally recognised natural mineral spas, found at Milk River and Bath, which many have professed to have healing powers. The sector is largely unregulated, however, and as such many facilities are touted as spas when they in fact do not qualify as such. Initiatives are underway however, to raise awareness of spa standards and facilitate the assimilation of operating spas into an institutional framework to support the growth and development of this sector.

Sector development has focused primarily on non-medical health and wellness. Trends in the local health and wellness service offerings are reflective of international trends and are driven by the demands and preferences of travellers. Recent legislative amendments have fuelled significant growth within the cannabis industry, which has reinvigorated the development the herbaceuticals sub-sector, which has created opportunities for the use of Cannabidiol (CBD) within the realm of medical tourism. Interest in the nutraceuticals sub-sector has also gained traction with significant developments made in developing products that derive health benefits from indigenous foods. The Tourism Linkages programme will assist in exploring opportunities for herbaceutical and nutraceutical products to be marketed within the tourism sector.

3.3 Sports and Entertainment

Sports tourism refers to travel for the purpose of participating in or observing a sporting event and is seen as a rapidly expanding sub-sector of the tourism sector. Three types of sport tourism have emerged in recent research:

- Sport Event Tourism- Where a person travels to observe a sporting event, travel activities are based around the expectation of an engaging event, accompanying entertainment options and the patronage of local attractions, etc.

- Active Sport Tourism- Involves persons travelling to participate in competitive or recreational sporting activities.
- Nostalgia Sport- The purpose of traveling is to visit sport-related attractions, for example travelling to sporting halls of fame and museums.

Sports tourism has been shown to have great economic and social impacts on tourism, including revenue generation as a result of increased demand for accommodation and attractions near venues, food, shopping, transportation and other spend related to the activities¹⁴. Furthermore, the generation of positive media content can amplify the destination's image.

Entertainment and Tourism go hand in hand. Individuals remember a destination for what occurred and the factors that affected their level of enjoyment. Therefore, the quality of entertainment and variety can significantly influence where one spends their vacation. Entertainment is central to the guest experience within the tourism sector. Whether as music played at a hotel bar, beach volleyball tournaments, cabaret or live dancing, the need to be entertained while staying at a resort or small property is an important part of the experience and the overall package offered to guests.

3.3.1 The Global Context

Sports tourism is viewed as a growing niche market with data highlighting that 12-15 million trips are taken per year for the purpose of participating in or observing sporting events¹⁵. In this regard, sports tourism can have a multi-faceted effect on a destination by boosting a country's destination profile, driving visitor interest in the destination and stimulating economic growth. Globally, sporting events can be generally categorised as annual events or niche events. Annual events occur every year and are sometimes location based, such as the Tour de France or can be hosted by different destinations. Niche sporting events target very specific groups of sports fans and although small, can often yield high returns, for example, the yield of a tourist travelling to attend a golf tournament is deemed to be four times that of a general tourist¹⁶. Major trends in the sports tourism sector have been identified, such as increases in the number of sporting events being held, spending capacity of spectators, use of technologies such as sports analytics, societal shifts towards maintaining a healthy lifestyle and decreasing travel costs¹⁷.

International sporting events such as the FIFA World Cup, the Olympic Games, the Super Bowl, and the Cricket World Cup contribute significantly to travel statistics during the occurrence of these events. This impact extends to other sectors of the economy which support the hosting of

¹⁴ Weed, M., Bull, C., (2004, 2009) 'Sport Tourism: participants, policy and providers', 1st edition, 2nd edition, UK: Elsevier Limited

¹⁵ Eurosport. *The Role of Sport in Boosting the Tourism and Travel Industry*. ITB Berlin. March 2014.

¹⁶ Eurosport. *The Role of Sport in Boosting the Tourism and Travel Industry*. ITB Berlin. March 2014.

¹⁷ *The Growing Preference for Sports Tourism : Top 5 Trends*. Technavio, August 7, 2017, <https://www.technavio.com/blog/growing-preference-sports-tourism-top-5-trends>

these activities. Countries such as the United States, Canada, Russia, the United Kingdom, Germany, Australia and China are among the top destinations for sports tourism. In Australia, 55% of the tourism product is related to sports tourism¹⁸ and in Canada approximately 37% of domestic trips are related to sports tourism.

Increasingly, countries are reaping the benefits of sports tourism by strategically placing themselves in the market to take advantage of its great potential. European countries are already working together to maximise the impact of sports tourism to their region. In 2017, the 1st Universal Sports Tourism Summit was held in Spain and featured presentations about several international sporting and tourist events. The Summit emphasised the strategic incorporation of sporting events into destination branding, requiring cross-leveraging with other events in the destination's event portfolio. This demonstrates the crucial role of partnership among countries to the development of sports tourism across countries and regions. A similar approach can be taken with Caribbean countries as there is tremendous potential in individual countries. The Bahamas recently completed construction of a state of the art stadium facility that can house up to 15,000 people. The facility has since been used to host regional athletic games and it has become an option for international athletes to use the facility. Other Caribbean countries such as Barbados and Trinidad and Tobago have strengthened their efforts in sports tourism and in recent times have seen a steady increase in visitors for sports tourism purposes.

Entertainment as it pertains to the tourism sector, includes a multitude of activities geared towards providing visitors with a wide variety of opportunities to interact socially during their travel experience. Globally, destinations are continuously striving to develop new and enticing attractions and events to increase visitor arrival and participation. Types of events include: Mega events, Special events, Hallmark events, Festivals and Local/community events.

The synergies that exist between tourism and the entertainment sector coincide where governments utilise these types of events to attract a diverse makeup of visitors to increase the scope of the market. In many leading tourist destinations, attractions and events are often intrinsically linked to entertainment, for example, Disney World in the United States and the much famed Super Bowl Halftime Show. Countries have replicated this model of creating entertaining tourism experiences to captivate visitors and entice them to return as visitor satisfaction is linked to engagement in activities.

3.3.2 The Jamaican Context

Sports

Jamaica is considered a sporting nation, as public interest in sports is tied to entertainment value. The country's accomplishments include premier performances in athletics, boasting the world's

¹⁸ United Nations World Tourism Organisation (UNWTO) (2016) Technical Report. UNWTO International Conference on Tourism and Sports. Available at http://cf.cdn.unwto.org/sites/all/files/pdf/technical_note_8.pdf

fastest man and woman in 2016 and beating the odds by placing 14th at the 1994 Winter Olympic Games in the Men's Bobsled event, ahead of countries such as the U.S.A, France and Russia. Jamaica has also excelled in the areas of football, swimming, netball and cricket.

The Ministry of Tourism continues to partner with MDAs with responsibility for sports and entertainment to package and promote Sports Tourism and cultural tourism experiences that can benefit Jamaica as well as stimulate and attract international interest. In this respect, significant efforts have been made to capitalise on Jamaica's prominence in sports and the country's strong brand image to leverage the entertainment value of sporting events. The staging of the Cricket World Cup in 2007 is one such event that demonstrated the island's ability to stage an international sporting event complemented by entertainment. Additional national developments in sports tourism include the staging of the Reggae Marathon events, the establishment of the Caribbean Sports Medicine Centre at the University of the West Indies, Mona Campus, the establishment of a physical sports museum at the National Stadium and the launch of a virtual sports museum, established to showcase the Jamaica's sporting achievements.

Entertainment

Jamaican culture has produced at least seven genres of music (Mento, Ska, Rocksteady, Reggae, Dub music, Dancehall and Reggae Fusion) that have influenced many other genres around the world as well as a long list of entertainment personalities. Jamaica has also produced many internationally acclaimed musicians and entertainers such as Bob Marley, Marcia Griffiths, Sean Paul, Queen Ifrica and Shaggy, all of whom have had a significant influence on the continued popularity of Jamaican music throughout the world.

The Ministry is aware that in-house entertainment is the current feature of tourist offerings at most of the hotels particularly those of the All Inclusive brand. There however is a dearth of entertainment offerings outside of the hotels especially outside of Kingston. In response to this, the entertainment component of the Linkages Programme seeks to support and establish the necessary alliances between the entertainment and tourism sectors to improve market readiness to deliver services to the tourism sector. Ongoing activities include Reggae Month, Carnival in Jamaica, Arts in the Park, International Reggae Day, Calabash Literary Festival, Dream Weekend, to name a few. It is to be noted that the hosting of these events positively impacts hotel occupancy rates and creates demand for more hotel stock.

The regulatory landscape of the entertainment sub-sector has seen much development in recent years with the enactment of the Noise Abatement Act (1997) to address concerns with noise pollution in residential and commercial areas; the establishment of the National Noise Standards for Jamaica by NEPA(1998); the adoption by Cabinet of an Entertainment Registry system to rationalize incentives granted to practitioners within the creative industries; the adoption of an Entertainment Event Rating system in 2014 by Cabinet, outlining acceptable event and

entertainment standards and the designation of dedicated entertainment zones, namely, Fort Rocky, in Port Royal.

3.4 Knowledge

The words “knowledge” and “tourism” can be easily understood separately. The concept of knowledge tourism is a hybrid representation that involves the creation of cross-border spaces where information is managed and disseminated to aid tourism practitioners in institutional and economic decision making¹⁹. Knowledge Networks complement the development of knowledge tourism, assembling various stakeholders to engage in the process of conceptualising ideas and solutions for the tourism industry.

3.4.1 The Global Context

The UNWTO Knowledge Network posits a comprehensive framework for the generation and dissemination of information for the global tourism sector. The contributors to this Network include knowledge generators, policy makers and tourism practitioners whom collaborate to create and share resources which contribute to the development of tourism. The primary goals of this Knowledge Network include:

- Tourism knowledge expertise collated and shared among members.
- The provision of research support to all UNWTO Member States and Affiliate Members to assist in critical policy and governance decision making.
- Fostering the collaborative free-flow of tourism information among members and partners.
- The establishment of a central repository of information related to best practices, standards, norms etc. that are applicable to tourism operations, policy and governance.

In the context of destinations, the knowledge Network also informs the development of education, which encompasses students travelling to a destination for tourism and study. Many countries have realised the intrinsic link between tourism and education and have developed comprehensive programmes to attract students from all over the world. “Study Melbourne” is one such programme, established by the State Government of Victoria in Australia. This programme provides information to international students about courses, visa requirements, living conditions and tourism experiences, enabling students to plan multi-faceted study and travel experiences²⁰.

Knowledge Networks also facilitate research into the development of other niche areas such as gastronomic tourism, MICE tourism, shopping tourism, city tourism etc. Countries are able to

¹⁹ Davis, W.(2012, 01). *Knowledge Tourism*, Retrieved from <http://williamdavis.eu/wp-content/uploads/2012/02/KT-web.pdf>

²⁰ Study Melbourne. <https://www.studymelbourne.vic.gov.au/about-study-melbourne>

share experiences and best practices to inform the development of targeted strategies to promote these areas²¹.

3.4.2 The Jamaican Context

Analysing the function of a Knowledge Network in the Jamaican landscape requires examination of local assets and their capability to support the Network. Jamaica's central location in the Caribbean positions it as a convenient and easily accessible venue for events and conferences as well as an easy access and transit point to reach other destinations through multi-destination travel. Jamaica's expertise in tourism provides a wealth of content that can be shared globally. Strong local, regional and international partnerships and linkages have been important pillars for Jamaica's tourism product. Jamaica's significant international and regional affiliation with key tourism organisations and work with other partners has brought financial and technical resources to support the product. These kinds of partnerships will be strengthened within the knowledge framework.

Jamaica's tourism institutional infrastructure is an additional asset that can be utilised to drive the Knowledge Network. This cadre of facilities includes existing educational institutions such as the University of the West Indies (UWI), the University of Technology (UTech), the Edna Manley College of the Visual and Performing Arts (EMCVPA), the HEART Trust/NTA and community colleges. These institutions possess a comprehensive framework of knowledge and research which can be harnessed to better understand the training needs of the tourism sector. Tourism training programmes such as the Jamaica Centre of Innovation (JCTI), the Innovation Centre and the Craft Development Institute also exist to provide a more targeted programme of learning within the sector. The JCTI, for instance, aims to provide an apprenticeship programme to graduates from UWI, UTech and the EMCVPA. Partnerships are also in place with the Ministry of Education to certify post-secondary level students to work within the tourism sector.

Private tourism enterprises have also sought to offer educational programs aimed at professional advancement for the workforce by equipping them with integral skills to improve workplace performance.

The presence of multifunctional centres of learning, knowledge and generation of intellectual property is another asset that exists in Jamaica as the country is recognized in the Global Competitiveness Report for its relatively high ranking at 57 out of 137 countries for efforts to protect intellectual property rights²². Some of these facilities serve as traditional tourism enterprises while also offering patrons the opportunity to exchange information. Facilities exist in a number of Parishes with state of the art recording studios that many local and international

²¹ Eunji Tae, *Knowledge Network, UNWTO*. <https://thepienews.com/pie-chat/eunji-tae-knowledge-network-unwto/>

²² Global Competitiveness Report 2017-2018. (2017). *Global Competitiveness Report 2017-2018*. [online] Available at: <http://reports.weforum.org/global-competitiveness-report-2017-2018/> [Accessed 5 Apr. 2018].

musicians have utilised in the creation and exploration of music. Such integration enables the activity of exchanging information to facilitate the build-out of the accommodation and vice versa.

Jamaica also possesses world class government-owned conference facilities that are conveniently located in two major cities: Montego Bay and Kingston, with both having their own unique value propositions for investors and conference attendees alike. The Montego Bay Convention Centre (MBCC) is the newest such facility in the Caribbean and its proximity to over 4000 hotel rooms makes it a prime location for large scale events. It boasts in excess of 137,000 square ft. of meeting rooms, ballrooms, exhibition spaces, courtyard, kitchen and other facilities to adequately host conferences and meetings. The Jamaica Conference Centre in Kingston, while not new, offers the potential for expanding the infrastructure in Kingston and upgrading the facility's technology and communications capabilities. In addition, there are numerous hotel operated conference facilities located throughout the country. Jamaica has been the destination of choice for numerous Regional and International conferences and symposia including the World Tourism Organization (UNWTO) Conference, PetroCaribe, CARICOM and CARIFORUM and International Trade shows. In 2017 Jamaica recorded 85,656 arrivals for business (~3.9% of total arrivals)²³, highlighting an opportunity for growth in this sector.

The Knowledge Network also aims to integrate innovation with tourism through the use of technology and the analysis of "big data". Initiatives such as the Smart Destination Jamaica Conference facilitated the sharing of experiences and knowledge about the impact of technology on the development of the hospitality sector.

3.5 Shopping

According to the *2014 Global Report on Shopping Tourism* by the UNTWO, shopping tourism may be defined as "*a contemporary form of tourism fostered by individuals for whom purchasing goods outside of their usual environment is a determining factor in their decision to travel.*" The significance of shopping to the visitor experience underlies the potential opportunities for a destination to expand its tourism offerings.

3.5.1 The Global Context

Shopping is globally identified as a key driver of economic development and is also seen as an emerging motivating factor for travel. According to the United Nations World Tourism Organisation (UNWTO) published "Global Report on Shopping", travelling for the purpose of shopping has become a recent development in the global tourism landscape. In classifying shopping tourism one must examine not just the impact that travel has on a person's shopping

²³ JTB Monthly Statistical Report(December 2017, Volume XXVII, Issue 12) pg 2

habits but also the impact of shopping on a person's travel choices. It is this analysis that highlights the trend of shopping tourism and its potential benefits to a country. It has been accepted that in order to facilitate mutual benefits for all stakeholders, the development of a Network is critical to ensuring successful implementation of strategies to drive economic growth through shopping tourism.

3.5.2 The Jamaican Context

Jamaica's tourist development planning only recently resulted in the exploration of shopping tourism as a main facet of the tourism product. It is expected by through diversifying the available shopping infrastructure; Jamaica will be able to offer a more competitive tourism product that meets the changing needs of tourists.

The Duty Free sub-sector is governed by the Duty Free Shopping System Act. Each operator must have a Tourist (Duty Free) Shop Operators License for each retail location. Each operator must also provide a bond to Customs to cover import duty costs in case goods are stolen or consumed into the local market.

An amendment to the Duty Free Shopping System Act in 2009 to increase the offerings sold under the duty free structure did not see any upbeat in the sub-sector. Although the list was expanded to add clothing, this was never allowed by the Jamaica Customs Agency as a decision was not taken on the criteria against which clothing could be imported duty free. This has been the source of many discussions but with no resulting action. In keeping with the new growth agenda, shopping has been identified as an area that could drive arrivals and as such the Act is presently being reviewed for amendment.

There are a number of craft markets where tourists can purchase craft and souvenir items, however there exists a proliferation of homogenous mass produced pieces, which does not create much of a choice. There are also a number of gift shops in hotels and shopping entities which sell a combination of craft and souvenirs and other gift items similar to what is already sold in the craft markets and Duty Free Shopping stores. This is also a source of contention among the groups. To counter this challenge interventions such as Christmas in July, JBDC training initiatives, the establishment of Artisan Villages, Geographic Information Systems (GIS) mapping of shopping assets island-wide and the development of an online visualized database that allows end-users to find opportunities and spaces for shopping across the island, have been introduced to diversify the product offerings.

According to the Jamaica Tourist Board's *Annual Travel Statistics 2016* Report, the average visitor to Jamaica spends more in winter than in summer (USD\$144.24.00 as opposed to USD\$128.92) with 5% of this expenditure spent on shopping. For cruise passengers, USD\$ 92 was spent during winter and USD\$80 in summer with over 50% of this expenditure on

shopping²⁴. These low averages reflect the fact that very little shopping takes place. Most of the money spent by the tourist is spent on visiting attractions and purchasing items at the Duty Free store, rather than purchasing locally produced goods. Further research needs to be done on visitor spending patterns in order to predict trends and changing habits to inform strategies to produce more local goods to diversify the tourist shopping marketplace.

²⁴ ²⁴ JTB Annual Travel Statistical Report(2016) pg 2. Tables 30 and 31.

4. SWOT Analysis

The SWOT analysis for Tourism Networks is based on extensive research and stakeholder consultation that took place between October 2016 and March 2018. This research identified several areas of success and concerns that directly impact the establishment and function of the Tourism Networks.

Strengths

- Mature tourism industry with well established brand identity that provides significant media value for the sector
- Presence of cultural heritage assets
- Attractive climate and environment
- Proximity to key markets- U.S.A., Canada, U.K./Europe and Latin America
- Growing visitor base from new and existing markets
- Diverse spectrum of natural and other resources which transcend the Networks and TWGs
- Expansive global recognition of Jamaican culture
- Well established tourism best practice models
- Growth of tourism attractions to provide wider mass appeal to visitors
- Niche areas of the industry generating new tourism demand from outlier markets such as short break travel, diaspora etc
- Diverse product offerings to suit different tastes and budgets

Weaknesses

- Inconsistent service quality
- Failure to comply with industry regulations and standards in some sub-sectors
- Slow pace of product innovation
- High levels of crime in some areas
- Tourism destination marketing does not sufficiently reflect diverse product offerings
- Decentralized tourism information sources
- Lack of awareness of tourism information repositories
- Inadequate multi-sectoral collaboration
- Tourist harassment
- Difficulty in accessing funding for new and existing initiatives
- Inadequate framework for measurement and utilisation of visitor experience data
- Limited training and certification of tourism labour force
- Inadequate local marketing of the tourism product
- Outdated tourism legislation
- Supporting infrastructure inadequate to meet service existing and emerging needs of the sector e.g. sewage, water, ICT etc.

Opportunities

- Shift towards year-round tourism
- Promotion of multi-destination tourism
- Opportunities for additional specialized training and development
- Renewed interest in the local craft sector- craftsmanship, merchandising, marketing
- Trend towards niche tourism experiences e.g. gastronomy, health and wellness, sports etc.
- Growth of MICE sector- Meetings, Incentives, Conferencing, Exhibitions
- Growth in the local productive sectors
- Tourism product diversification
- Recognition of the tourism and intellectual property value of indigenous assets
- Exchange of information and experiences with international counterparts
- Growing trend of technology and innovation
- Emergence of the sharing economy

Threats

- Global and regional competition
- Negative perception of Jamaica as an unsafe destination
- Climate change impacts
- Migration of tourism workers
- High importation of inputs to the tourism sector
- Vertical Integration

5. Alignment with Development Frameworks

2030 Agenda for Sustainable Development (Sustainable Development Goals (SDGs)).

The **Sustainable Development Goals (SDGs)**, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Jamaica is fully committed to achieving the outcomes outlined, which include targets related to the activities of the Tourism Networks programme:

- Goal #3: Ensure healthy lives and promote well-being for all at all ages.
- Goal #8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal #9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal #12: Ensure sustainable consumption and production patterns.
- Goal# 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

Vision 2030 Jamaica National Development Plan

The Vision 2030 aspiration is that Jamaica will become a developed nation by 2030 and by which, all Jamaicans, locally and in the Diaspora will make Jamaica the place of choice to live, work, raise families and do business. The Tourism Sector Plan, which is a critical component of the Vision 2030 document, outlines various goals that are directly relevant to the Tourism Networks Policy, and are outlined below:

- Goal #1: A tourism sector which is inclusive and facilitates broad participation by Jamaicans.
- Goal #2: An adequate workforce within the sector that is skilled, educated and motivated.
- Goal #3: A highly integrated sector which can act as a driver for economic development.
- Goal #4: A tourism product that is diverse and distinctly Jamaican with internationally competitive standards.
- Goal #5: A safe, secure, sustainable managed natural, social and built environment.

6. Legislative and Policy Framework

The Ministry of Tourism, through the Tourism Policy and Monitoring Division will continuously review existing tourism legislation and develop appropriate interventions, embark on an awareness campaign on policies, legislation and regulations, targeting all relevant stakeholders and conduct periodic policy review in consultation with stakeholders to ensure that the Networks can operate effectively under the legislative and regulatory frameworks in which they fall. Furthermore, the Ministry will assess other national policies and legislation and where necessary consolidate amendments to inform the Tourism Networks Policy and Strategy.

6.1 Existing Legal Framework

The Networks span a broad spectrum of the economy and are governed by several pieces of legislation including:

- **Tourist Board Act (1995) and Regulations-** Governs the development of the tourism sector
- **Tourism Enhancement Fund Act (2004)** - Promulgates the collection of a tourism enhancement fee to be paid by incoming airline and cruise ship passengers where the journey originates outside the island.
- **The Tourist (Duty Free) Shopping System Act (2010)** - Provides for the licensing of tourist (duty-free) shop operators and other matters related to the operation of the duty-free trade.
- **The Customs Act (1941) and (Amendment) Act (2015) and Regulations** - Governs customs procedures for imported goods.
- **Fiscal Incentives (Miscellaneous Provisions) Act (2013)** - Governs the granting of fiscal incentives.
- **The Milk River Bath Act (1927)** – Regulates the operation and use of the Milk River Bath.
- **The Bath of St Thomas the Apostle Act (1942)** - Regulates the operation and use of the Bath of St Thomas the Apostle.
- **The Jamaica Agricultural Commodities Regulatory Authority Act (2016)** - Establishes the Authority charged with managing the consolidation of the regulatory operation of cocoa, coffee and coconut industries.
- **The General Consumption Tax (Amendment) Act (2014) and Regulations** - Makes provision for specific tax allowances for licensed tourism entities.
- **The Income Tax Act (2013)** - Makes provision for special tax rates for licensed tourism entities.
- **Rural Agricultural Development Authority Act (1990)** – Governs the operations of the Authority and its remit to develop agriculture in rural areas.

Attention is drawn to the following Acts and Regulations which make provisions directly relevant to the operations of entities within the Sports and Entertainment, Gastronomy and Health and Wellness Networks:

- **The Public Health Act (1985) and Regulations (1998)** - Governs the management of public facilities as it pertains to health, including the application for food handler's permits and the operation and maintenance of spa pools.
- **Noise Abatement Act (1997)** - Controls the level of noise caused by amplified sound and other equipment at events.
- **The Places of Amusement Regulations (1999)** – Governs the licensing of places of amusement.
- **The Building Act (2016)** - Makes provisions which will impact infrastructure development, facilitates the adoption and efficient application of national building standards etc., which affect the construction of facilities related to the activities of the Networks, for example, spas.

6.2 *Alignment with National Policies*

Existing national policies which represent the basis for the development of the Tourism Networks Policy and Strategy provide the background against which the Policy and Strategy will implement initiatives aimed at contributing to national economic growth. The Vision 2030 Jamaica National Development Plan of 2010, The Master Plan for Sustainable Tourism Development (2002) and the various Parish Local Sustainable Development Plans, are critical documents which provide a framework for the proposed activities.

Further to that, the following policies impact and are impacted by the establishment of the Networks:

- **The MSME and Entrepreneurship Policy and Implementation Plan (2017)** - Provides a comprehensive framework to promote innovation and fair competition in the entrepreneurial sector.
- **The National Community Tourism Policy (2015)** - Provides the policy framework for the development of an internationally competitive community tourism sub-sector.
- **The National Export Strategy (2015)** - Strategy focused on market- driven interventions aimed at maximizing Jamaica's export sector's direct contribution to economic and social development.
- **The National Sports Policy (2013)** - Establishes the foundation for the development of sport to enhance its contribution to national development.
- **The Growth Inducement Strategy for Jamaica (2011)** - Makes recommendations aimed at encouraging short and medium term economic growth in Jamaica.
- **The National Cultural Policy (2003)** - Promotes investment and greater participation in national cultural development.
- **The National Science and Technology Policy (1990)** - Fosters the acceleration of economic development and sustainable growth through the use of science and technology.
- **The National Climate Change Policy and Action Plan(2015)** - Creates an institutional mechanism and structures to facilitate the development, coordination and implementation of policies, sectoral plans, strategies, and legislation to address the impacts of climate change.

7. Vision

A thriving tourism sector that utilises the Networks: Gastronomy, Shopping, Sports and Entertainment, Health and Wellness and Knowledge to embrace the linkages that exist with other sectors of the economy to generate economic gain for all citizens, by promoting the creation of diverse and innovative tourism experiences that appeal to visitors.

7.1 Goal

To promote inclusive and sustainable tourism development through a more integrated, diversified and responsive value chain that supports increased visitor arrivals and expenditure.

7.2 Key Policy Outcomes

- Increased opportunities for agriculture and manufacturing to supply goods and services to the tourism sector through the Linkages Network Programme.
- An institutional framework that supports the work of the Networks and Technical Working Groups.
- Increased collaboration among private and public sector partners to diversify Jamaica's tourism product.
- Reduction in seasonality through the diversification of product offerings that drives consistent visitor arrivals throughout the year.
- Enhancement of Jamaica's destination identity in the areas of gastronomy, shopping, sports & entertainment, health & wellness and knowledge.

7.3 Guiding Principles

The following guiding principles set the foundation for the work of the Tourism Linkages Network. They ensure the strategic link between the government's national goals and SDGs, and the activities of each Network which transcend several sectors within the economy.

- **COLLABORATION.** Stakeholder participation is integral to the functions of the government and such relationships will be strengthened and where necessary new relationships formed.
- **ENABLING ENVIRONMENT.** As the Ministry strives to enhance the visitor experience by ensuring consistent year-round tourism offerings and targeting niche areas for development, the Policy will provide an institutional framework to support the sustainable growth of the sector and the economy at large.
- **HARMONISATION.** Where synergies exist at national levels, for instance, with the National Community Tourism Policy and Strategy, and programmatic levels, for example, collaborative opportunities between the Networks, every effort will be made to ensure that strategies are aligned.
- **ADAPTABILITY.** The Tourism Networks Policy will foster a proactive environment, encouraging responsiveness to changes in tourism trends.

- **INCLUSIVENESS.** Tourism is one of Jamaica’s key job markets, requiring greater attention and support given to increase the opportunities for Jamaicans to be involved in the tourism value chain and improve the economic impact within the society while enhancing the skillset of the workforce.
- **EVIDENCE-BASED MONITORING AND EVALUATION.** Implementation and subsequent monitoring and evaluation will be evidence-based and rely on research and sharing of best practice models to encourage high rates of success for Network activities.

8. Cross-cutting Issues

Internal

8.1 *Establishment of an Institutional Framework*

Oversight for the Policy recommendations requires advisory and implementing bodies to work cooperatively to achieve the objectives set out herein. The Tourism Linkages Council, an interdisciplinary governing body which comprises private and public sector representatives from each of the TWGs, will need to be established to provide advisory support. The Tourism Networks and the TWGs will coordinate and implement activities to strengthen linkages between the tourism sector and all productive sectors of the economy. Furthermore, to support the work of this body, extensive data gathering and collation initiatives should be implemented to ensure informed decision-making.

Policy Objective: To enhance institutional capacity and management of The Linkages Network Programme.

Considerations:

- Expand the operational structure of the TEF to house the Tourism Linkages Network within its proposed Tourism Innovation Division, with advisory support provided by the Tourism Linkages Council.
- Ensuring Network alignment with the activities of the established TWGs.
- Representatives of the Council should comprise key sector specialists and decision makers
- Develop and implement tools to collect data and process information relevant to each Network in a comprehensive and accessible knowledge bank.

8.2 *Information and Communication Technology (ICT) Strategy*

In building out the framework for each of the Networks and the TWGs, the integration of ICT tools has been identified as a critical component of the strategy. The use of ICT provides an opportunity for the Networks to harness vast amounts of data which can be analysed in new and innovative ways. This is encompassed in the development and use of various platforms to capture information about visitor demands; mapping of natural resources and available tourism assets. This data will be analysed to inform tourism product development, with a view to ensuring that visitor expectations are met and surpassed.

Policy Objective: To develop and utilise various digital platforms to inform decision making regarding the supply and demand of the tourism product.

Considerations:

- Engage technological experts to develop various digital tools.
- Utilise ICT tools to map available resources.
- Gain insight into travel trends by engaging visitors through digital platforms.

8.3 *Promotion of the Tourism Networks Activities*

The activities of the Tourism Networks and TWGs cannot succeed if only promoted locally. As such, the Ministry and its partners will endeavour to develop strategies aimed at managing and promoting the work of the Networks internationally, as this provides the critical link to attract visitors.

Policy Objective: To develop multi-stakeholder initiatives to market and promote the activities of the Networks.

Considerations:

- Outline the various Network and TWG programmes and initiatives by encouraging international promotional strategies.
- Increase consumption of products within the Networks and TWGs by engaging the Diaspora.
- Develop marketing strategies to promote local tourism experiences and activities to visitors already in Jamaica.

8.4 *Identifying Passion Points across the Networks*

In order to deliver a world-class tourism product, understanding visitor passion points is critical to the development of the sector. Various levels of research into general travel trends and the specific drilling down to discover what visitors to Jamaica demand is a key initiative to be implemented by the Networks. Information about visitor needs will be filtered through to Network stakeholders to inform decision making as well as product and service development.

Policy Objective: To implement a research and monitoring framework for tourism entities to discover and monitor visitor passion points.

Considerations:

- Facilitate ease of monitoring visitor passion points by developing performance standards.
- Support improved learning about visitors' passion points by utilising research tools.
- Adapt products and services to meet needs, informed by research into visitor needs.
- Improve understanding between farmers and hotel purchasing managers by facilitating the use of tracer studies for hotel purchasing.

External

8.5 Culture and Heritage

Jamaica's tourism product is intrinsically linked with culture and heritage. As such, it is critical to ensure mutuality of purpose among the activities undertaken by the MT and other MDAs in the event that there are overlapping activities. Furthermore, all activities undertaken must honour and appropriately protect local culture and heritage assets.

Policy Objective: To leverage the tourism value of culture and heritage, in partnership with the all stakeholders who have an interest in these subjects.

Considerations:

- Align activities and share resources by liaising with key stakeholders.
- Identify sources of cultural and heritage value for tourism development by consulting with culture and heritage institutions.
- Sensitize stakeholders about developments in relation to cultural and heritage assets.

8.6 Youth Participation

Consideration must be given to youth participation as this plays a crucial role in human resource development within the tourism sector. Early involvement in the tourism sector can aid in propelling graduates and other young persons to become involved in the sector. This will not only develop nation building skills, but will also augment the tourism product with trained and dedicated staff and entrepreneurs.

Policy Objective: To encourage the involvement of youth in Network and TWG activities by promoting interest in entrepreneurship and innovation within the tourism sector.

Considerations:

- Encourage inclusion and local ownership within the tourism sector by facilitating youth employment and entrepreneurship.
- Implement capacity building programmes in tourism and related sectors.
- Encourage greater participation of youth in agriculture by supporting national initiatives.

8.7 Gender Equality

Gender equality will be recognised as a priority cross-cutting issue throughout the implementation of the Tourism Networks Policy and Strategy. This requires the examination of the circumstances and issues affecting gender equality in society to ensure that the Policy and Strategy does not marginalise any group.

Policy Objective: To promote equity in the distribution of resources and access to economic opportunities in the tourism sector.

Considerations:

- Encourage broader inclusion in the tourism sector by ensuring gender balance in all business and skills training.
- Develop and support gender inclusive tourism initiatives that align with the Tourism Linkages Programme.

8.8 Environmental Sustainability

Sustainable tourism growth is dependent on the preservation of the natural environment. Given that environmental degradation threatens the future of the tourism sector, the Tourism Linkages Programme will incorporate activities designed to ensure environmental sustainability.

Policy Objective: To align all relevant activities within the Tourism Linkages Programme with the principles of environmental sustainability.

Considerations:

- Build awareness of the interrelationship between tourism and the natural environment.
- Promote sound environmental management practices in all Network and TWG related initiatives.
- Facilitate information exchange on environmentally sustainable tourism practices between research bodies and the tourism Network stakeholders.

8.9 Climate Resilience

Climate change can have significant impacts on tourism, especially in Small Island Developing States (SIDS), and this requires that the activities of the Networks be adaptable to climate change.

Policy Objective: To collaborate with stakeholders to develop adaptation strategies aimed at protecting the resources most critical to the Tourism Linkages Programme.

Considerations:

- Encourage climate-proofing measures and resilience training for stakeholders in the Tourism Networks and TWGs.

9. Policy Strategies and Action Plan

9.1 *Gastronomy*

Programme Outcome: The government is committed to leveraging Jamaica’s comparative advantage in its rich and diverse food culture. Through collaboration with the agriculture sector, the Gastronomy Network will function as a robust intermediary body, facilitating the creation of diverse culinary products and experiences and promoting quality assurance systems to encourage accountability. These initiatives will be anchored by an engaging promotional strategy that will appeal to visitor passion points.

9.1.1 *Product Development*

Objective: To support the development of an international market-ready gastronomy tourism product.

Strategies:

- Attract visitors and international culinary personalities to Jamaica by capitalizing on the growing local and international interest in food festivals.
- Facilitate the development of targeted marketing strategies that can propel local gastronomy experiences by developing spatial mapping of existing inventories of culinary products.
- Promote Jamaican gastronomy tourism internationally by collaborating with stakeholders.
- Foster business development, compliance, local and international appeal towards street food by establishing a permanent street food venue with the necessary institutional underpinnings.
- Link product development with visitors’ passion points.
- Facilitate the establishment of diverse gastronomic experiences across the island, such as the Gastronomy Centre at Devon House and the Jamaica Blue Mountain Culinary Trail.
- Synthesize interest in food with established agricultural shows, farmers markets, themed events and food festivals.

9.1.2 *Quality and Standards of Gastronomy Tourism*

Objective: To support a coordinated institutional framework which informs the development and implementation of culinary standards.

Strategies:

- Develop and implement gastronomy tourism standards by creating partnerships with international certification, institutions and standards committees, agencies etc.

- Promote existing programmes and advise on needs of the sector to facilitate course updates and development by partnering with tertiary, culinary and hospitality training institutions.
- Develop a strategic framework to conduct tourism related research within tertiary institutions and MDAs with support from the Ministry. This will encompass reviewing existing research material and updating where necessary, identifying new areas for discovery and ensuring accessibility to all stakeholders.
- Encourage the exchange of knowledge and expertise about traditional and modern Jamaican cuisine and associated techniques and the influence of other cultures.
- Reward best practices and innovation in the development of gastronomy tourism.

9.1.3 Gastronomy Brand Development

Objective: To establish Jamaica as a thriving gastronomy tourism destination.

Strategies:

- Enhance the intangible cultural significance of Jamaican cuisine as a brand identity by partnering with private and public sector stakeholders.
- Support large scale marketing regionally and internationally, targeting key markets such as the diaspora.
- The creation of a branding strategy to globally position Jamaica’s gastronomy identity.
- Support the organisation of familiarization trips for experts and the media to showcase the exemplary products, entities and personalities in Jamaica’s culinary environment.
- Maintain the integrity of Jamaica’s culinary brand identity by developing a certification programme for internationally based chefs preparing Jamaican cuisine.
- Support the promotion of gastronomy tourism by facilitating the development of a culinary ambassador programme.

9.1.4 Forging Linkages

Objective: To increase the use of locally sourced produce in hospitality and food industries.

Strategies:

- Showcase characteristic products of Jamaica by creating greater linkages with agricultural, fishing, traditional and indigenous communities.
- Identify ambassadors to greater use of local produce within relevant industries.
- Reward innovation in farming techniques by creating an awards incentive programme.
- Encourage and reward the use of authentic local produce through a “certified local” campaign.

9.2 Health and Wellness

Programme Outcome: The government acknowledges the wealth of natural resources that can be sustainably utilized to develop the health and wellness tourism sector. It is envisaged that the network will develop the necessary framework for the expansion of the sector and encourage a culture of compliance among spa entities through the adoption of national spa standards, workforce capacity building, product development and promotion.

9.2.1 Adoption of Jamaica Standard Specification for Spa Entities (JS 319:2012)

Objective: To support the development of the health and wellness sector through an enhanced regulatory framework.

Strategies:

- Enhance the institutional framework and engage in activities to support the development of the health and wellness tourism sector through collaboration with private and public sector stakeholders.
- Facilitate capacity building by encouraging the adoption of national and international standards for health and wellness tourism.
- Raise awareness of national standards by conducting spa standards sensitization sessions with spa entities and wellness practitioners.

9.2.2 Enhanced capabilities and resources of the Jamaica Spa Association

Objective: To ensure a credible and safe health and wellness tourism product through developmental initiatives that enable practitioners to align services with national standards.

Strategies:

- Encourage participation in group liability insurance programmes.
- Increase awareness of workers to of international accreditation requirements, for example the American Hotel and Lodging Educational Institute through the JCTI.
- Encourage the Jamaica Spa Association to benchmark member spas and wellness entities against international best practices.
- Standardize and organize the local spa industry by encouraging the Jamaica Spa Association to develop a classification system to differentiate facilities, services and offerings.
- Increase the international market-readiness of spas and wellness facilities by encouraging the adoption of the Jamaica Standard Specification for Spa Entities and the Jamaica Spa Association classification system.

9.2.3 Product Development and Innovation

Objective: To create a uniquely Jamaican health and wellness product through the fusion of traditional and modern techniques.

Strategies:

- Conduct research projects to facilitate updated analysis of existing natural resources and promote in-depth research of those deemed to offer notable health and wellness properties.
- Identify new products and services that maintain the unique selling proposition of Jamaica's health and wellness tourism.
- Promote linkages between relevant sectors such as manufacturing (producers of product packaging), agriculture (farmers of natural resources used in treatments and products) and culture (establishing ancestral practices and methodologies).
- Provide assistance to product and service providers to ensure outputs meet local and international health and safety standards.
- Ensuring product differentiation by harnessing indigenous plants and other inputs.
- Implement systems to identify potential projects, review expected impacts and approve projects.
- Encourage interest in health and wellness tourism while ensuring protection of the public interest and that of natural resources by outlining attractive investment framework.
- Leverage the resources operational capabilities of the Bath and Milk River properties to enhance the available health and wellness tourism offerings.

9.2.4 Promotion

Objective: To promote a sustainable health and wellness tourism brand in Jamaica that provides visitors with special added value in terms of environmental and social benefits.

Strategies:

- Development of a uniquely Jamaican health and wellness tourism brand, fusing the abundance of natural resources, history and culture.
- Encourage the development and use of local herbaceuticals and cosmeceuticals.
- Host domestic health and wellness events/seminars.
- Participate in international health and wellness tourism expos.
- Promote existing wellness attractions throughout the island.
- Encourage use of domestic conferencing facilities to host health and wellness conventions.
- Focus marketing activities on high income travellers.
- Facilitate the export of locally produced health and wellness products that meet international export standards by consulting with international trade experts.
- Partner with regional organisations to market products and services to improve sector.

9.2.5 Skill Improvement

Objective: To encourage the training and certification of a cadre of highly skilled and competent health and wellness professionals.

Strategies:

- Assess and recommend revisions to curricula by reviewing training curricula at local institutions.
- Partner with TPDCo to infuse Team Jamaica training with health and wellness training-customer service, tourism awareness, communication, basic business skills etc.
- Ensure professionals maintain currency, update practices and skills and employ innovation and entrepreneurship in product development and management by establishing professional development programmes.
- Educate tourism professionals about health and wellness tourism by conducting sector-wide awareness initiative.

9.3 Sports and Entertainment

Programme Outcome: The Sports and Entertainment Network seeks to develop innovative programmes that will appeal to visitors throughout the year, encourage sector compliance with regulations and permitting systems, and facilitate workforce capacity building. The Ministry of Tourism will work with other MDAs with responsibility for sport and entertainment to align programmes and share resources. This aligns with the government’s national objective of multi-sectoral collaboration that leads stakeholders to achieve mutually beneficial outcomes in all endeavours.

9.3.1 Innovative Sector Development

Objective: To provide comprehensive and current data to inform the development of a competitive sector.

Strategies:

- Employ research and data analysis on the social and economic impact of sports and entertainment events and programmes on the economy, to assist with decision making.
- Assess gaps in entertainment offerings at events, attractions and in hotels by conducting satisfaction surveys.
- Encourage entertainers to authenticate their professional legitimacy by encouraging registration with the National Registry of Entertainment Practitioners.
- Support the promotion of the sector through partnerships with local athletes and entertainers.
- Encourage the creation and execution of innovative and high value sports and entertainment products and services that drive interest in the experiences.

- Capitalise on the popularity of heritage tourism by showcasing and integrating community, cultural activities and attractions.
- Explore the potential for hosting niche international events – golf tournaments; fishing tournaments; multi-day music festivals etc.
- Showcase Jamaica’s dynamic entertainment offerings by developing a blueprint for the creation of localized fan experiences during major events.
- Improve coordination and execution of sporting and entertainment events and programmes developing and strengthening alliances with stakeholders.
- Encourage public/private partnerships that support the growth of the sector.
- Combat seasonality by enhancing and designing specialized sports and entertainment experiences, resulting in further promotion of a year-round tourism destination.
- Provide the opportunity for local entertainment service providers to do business with hotels.
- Build capacity of organisers by leveraging existing resources such as JTB Events.

9.3.2 Education and Training

Objective: To strengthen the capacity of the sports and entertainment sector workforce to deliver world-class products and experiences.

Strategies:

- Facilitate educational workshops and opportunities for experts in sports tourism to share knowledge and expertise with persons in the sector such as events rights holders, suppliers, community tourism professionals and other stakeholders.
- Address education needs in the areas of event marketing, management courses and sports tourism development courses by supporting partnerships with training institutions.
- Develop capacity building for entertainment staff within hotels, for example, training hotel DJ’s by entertainment ambassadors.
- Raise awareness of the value of this niche tourism product by hosting public forums on Sport and Tourism.
- Encourage work/training opportunities for hospitality students at festivals and similar events.

9.3.3 Regulatory Compliance

Objective: To encourage compliance among venue operators, event promoters and other stakeholders through collaboration with MDAs.

Strategies:

- To identify challenges faced by organisers of sporting and entertainment events by conducting focus group sessions.

- Facilitate efficiency in requesting and approving event licenses and permits by liaising with relevant MDAs to explore options.
- Facilitate the dissemination of information to stakeholders through the Network.
- Encourage compliance with industry regulations and requirements among all stakeholders.

9.3.4 Infrastructure

Objective: To strengthen Jamaica’s sports and entertainment tourism product through public/private partnerships that support the development of world-class facilities.

Strategies:

- Conduct audit of existing facilities and supporting infrastructure, such as attractions, accommodation and transportation.
- Encourage innovative upgrading of sports and entertainment facilities which are in keeping with international standards by collaborating with private sector stakeholders and relevant MDAs.

9.3.5 Marketing and Promotion

Objective: To develop a strategy for sports and entertainment tourism that takes into consideration the available assets, resources and current global positioning and potential to market Jamaica as an entertainment destination with various identities.

Strategies:

- Implement monthly Top Events Initiative at major points of entry.
- Appeal to wider regional and international visitors through the enhancement and promotion of seasonal events.
- Position, package and market sports and entertainment activities as part of Jamaica’s tourism product through the development of a comprehensive media catalogue.
- Highlight sector strengths and successes through a Sports and Entertainment publication.

9.4 Knowledge

Programme Outcome: The government is supportive of a learning culture that rewards the sharing and management of knowledge, as it recognized that the better utilization of internal and external knowledge will lead to improved innovation and competitive advantages. Jamaica will therefore develop innovative niche areas of tourism, utilise data to respond quickly to changing travel trends and support the exchange of tourism related information between local and international stakeholders.

9.4.1 Sector Data Collection and Management

Objective: To provide tourism practitioners with access to comprehensive resource tools to inform planning and decision-making.

Strategies:

- Develop an interactive online data repository of various tourism locations/attractions/experiences, the status of built infrastructure and related industry/service providers.

9.4.2 MICE Sector Development

Objective: To establish Jamaica as a world-class MICE destination.

Strategies:

- Fulfil demand for modern multi-functional conference facilities by emphasizing this need to hotel developers.
- Supporting expanded marketing efforts for conference centres and hotel conference/ballrooms.
- Showcase Jamaica as a viable MICE destination through planning and executing successful international conferences.

9.4.3 Human Capital development

Objective: To create a framework for sector training which integrates innovation and ICT in teaching and learning

Strategies

- Facilitate stakeholder meetings with training institutions and sector employers to discuss sector needs.
- Facilitate improved access to training, and expansion of the range of curricula.
- Integrate continuing education programmes to maintain pace with industry standards
- Develop programmes for capacity building such as forums, conferences and apprenticeship opportunities

9.4.4 Innovative links between knowledge and tourism

Objective: To promote Jamaica's tourism knowledge expertise by developing niche edu-tourism products that foster cross-border exchange of tourism knowledge.

Strategies:

- Map, package and market best practices in tourism to educational institutions.
- Host major conferences and lectures on sustainable tourism and development.
- Strengthen Jamaica's edu-tourism offerings by partnering with MDAs to execute edu-tourism development projects.

9.5 Shopping

Programme Outcome: The government of Jamaica recognises shopping tourism as one of the main motivations for persons choosing a travel destination. It therefore seeks to augment the existing elements that define a shopping destination by way of regulatory reform, engagement with local designers and artisans to encourage the creation of appealing locally produced artisanal products and the introduction of global designer goods to diversify the Jamaican shopping experience.

9.5.1 Marketplace Diversification

Objective: To create authentic and distinctive shopping experiences through the development of innovative shopping venues.

Strategies:

- Support the establishment of Artisan Villages to showcase the production of locally produced craft items for sale in an entertaining venue featuring food and music.
- Collaborate with local tour operators to increase the number of visitors to Artisan Villages.
- Showcase local artisanal and international branded products.
- Encourage formal participation of local established brands and designers in tourism through partnership.
- Encourage the production of high quality locally made hand-crafted goods through partnership with the JCTI.
- Facilitate a diversified shopping experience by encouraging the establishment of shopping malls featuring international designer goods.

9.5.2 Legislative Reform

Objective: To create an enabling legislative environment for the development of shopping tourism.

Strategies:

- Lobby for GCT-free status for products sold in Artisan Villages.
- Lobby for the amendment of the Duty Free Shopping Act through the creation of a sub-committee, with representation from the duty-free sector and other MDAs.
- Enable ease of access to regulatory and legislative information regarding the duty-free sector by developing a centralised repository of information.

9.5.3 Data Collection

Objective: To determine visitor shopping demands when travelling and obtain feedback on shopping experiences while in Jamaica.

Strategies:

- Conduct shopping satisfaction surveys by engaging tourists departing the island from airports and cruise ports.
- Spatially map shopping establishments, festivals and key events.

9.5.4 Stakeholder Collaboration

Objective: To encourage the participation in formal exchanges by local artisans and designers.

Strategies:

- Establish linkages with relevant stakeholders in support of Network objectives.
- Enhance skills of local designers by hosting training workshops in partnership with stakeholders.
- To create an inventory of current local producers in the marketplace.

9.5.5 Shopping Strategy Plan

Objective: To create and market high quality products and experiences through the development of a shopping strategy plan.

Strategies:

- Facilitate the development of the strategy plan by conducting consultations with local designers.
- Create a universally appealing branding strategy for locally designed goods.
- Engage international brands to establish franchise operations in Jamaica.

10. Institutional Framework for Programme Delivery

The Ministry has been working on a number of innovative programmes and is developing policies to drive the demand for centralised tourism innovation. In this regard, the Ministry is recommending the operational expansion of the TEF as a Body Corporate with the mandate to develop innovative initiatives to reposition and grow tourism to respond to new and evolving demands from a more discerning clientele. The activities of the Networks and TWGs will be enhanced by tourism innovation programmes and research and development initiatives driven by the TEF. Within this new structure the Tourism Linkages Council will provide advisory support to each of the Networks and maintain oversight on the development and implementation of recommended activities which will be executed by the Tourism Linkages Network.

10.1 Overview of the Tourism Linkages Programme

The Ministry of Tourism through the Tourism Linkages Programme has embarked on an initiative to strengthen economic linkages between tourism and other productive sectors in the Jamaican economy in collaboration with key stakeholders. The mission of this initiative is to position the tourism sector to increase its consumption of goods and services, while increasing arrivals by enhancing and exposing Jamaica's diverse tourism offerings.

Following from this, the Tourism Linkages Council was established in June 2013 to provide general oversight and guidance on all matters related to the Tourism Linkages initiative as well as monitor progress of strategies to strengthen linkages between tourism and the main sectors of focus.

The Main functions of the Tourism Linkages Council are to-

- i. Provide general oversight and guidance on the implementation of strategies
- ii. Support and facilitate collaboration among relevant entities
- iii. Monitor and evaluate progress of the implementation of Network activities
- iv. Provide problem-solving support where necessary

The Tourism Linkages Council is supported by:

- Technical Working Groups (TWGs) on Agriculture and Manufacturing which have been established to identify and address specific issues that may arise periodically in order to mitigate problems.

As well as the Five Networks:

1. Gastronomy Network
2. Health and Wellness Network
3. Sports and Entertainment Network
4. Shopping Network
5. Knowledge Network

10.2 Proposed Institutional Structure

The Ministry recommends that the existing Tourism Linkages Network be formally integrated into the proposed expanded institutional structure of the TEF. Policy implementation will be funded through subvention from the consolidated fund.

The main functions of the Tourism Linkages Network will be to:

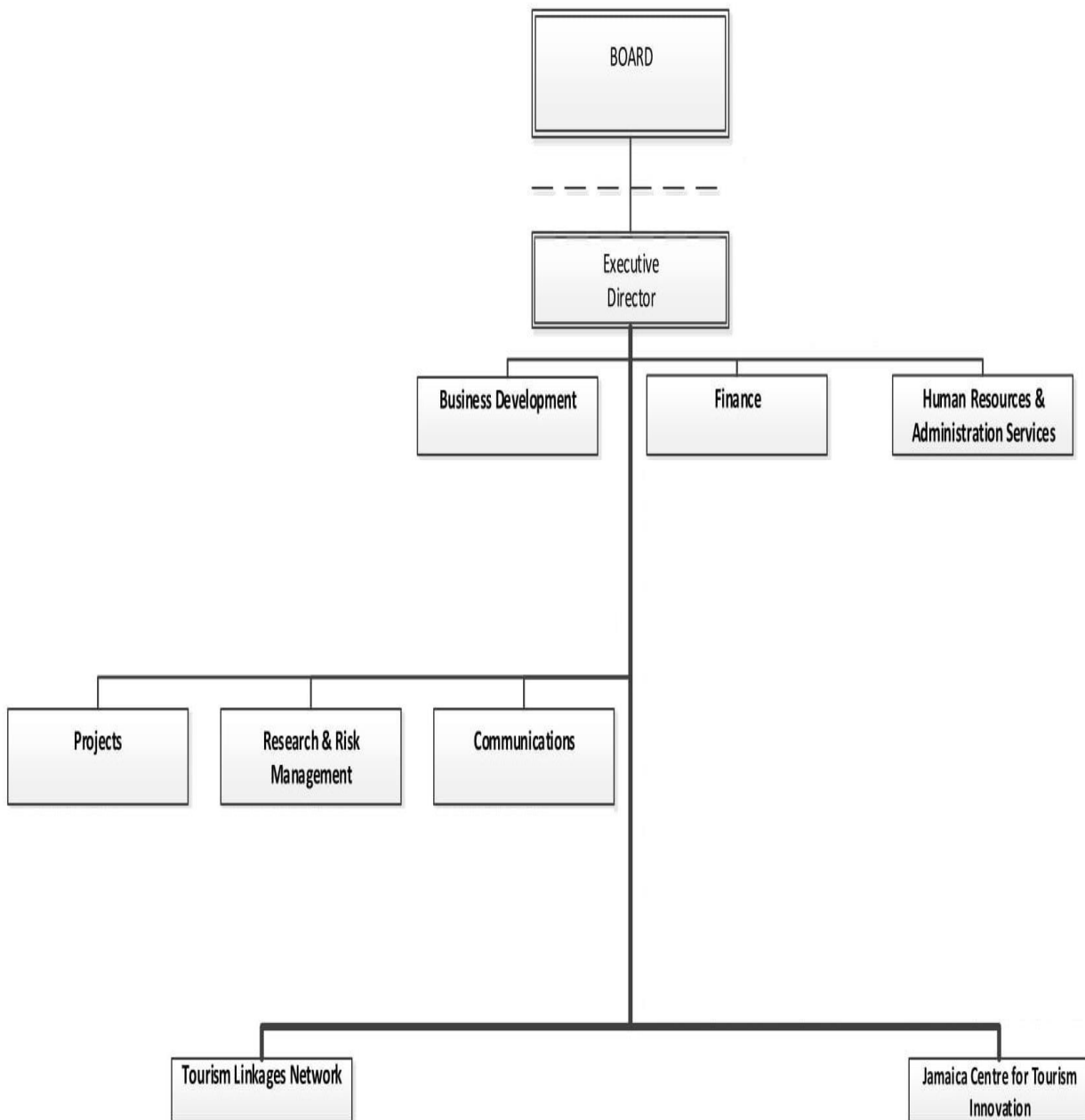
- Provide administrative support to the Networks and TWGs.
- Highlight and leverage synergies existing between the Networks.
- Implement the initiatives for each Network as recommended.
- Support, facilitate and monitor the development of efficient marketing and distribution systems for local products and services required by hotels and other tourism entities.
- Increase market awareness and intelligence of the main sectors targeted, through research and analysis.
- Facilitate and monitor the development of more effective and efficient information and communication systems to support relationship building and trade between local suppliers of goods and services and tourism entities.
- Create opportunities for deeper facilitation of linkages between the entertainment and tourism sectors.
- Facilitate opportunities for better networking, information sharing and communication across sectors.

Policy oversight will be provided by the Ministry of Tourism's Tourism Policy and Monitoring Division (TPMD). The Tourism Linkages Network will provide reports and other updates to the TPMD, which will monitor and evaluate activities and provide policy direction where necessary.

Ministry of Tourism

Tourism Enhancement Fund

Proposed Functional Structure



11. Implementation Plan

Implementation of this Policy and Strategy relies on collaboration and participation of multiple stakeholders representing government ministries, departments and agencies (MDA's), private sector entities and community-based organizations (CBO's). Implementation will follow a multi-sectoral approach anchored by the Tourism Linkages Council, with partnership efforts undertaken through each individual Network and the TWGs.

Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator	
GASTRONOMY	1. To support the development of an international market ready gastronomy tourism product.	Enable planners to conceptually develop gastronomy tourism products geared towards meeting the demands of the target audience.	Development and expansion of the Taste Jamaica App and microsite	- TEF - Devon House - MOT - TPDCo - JTB - Private sector BSJ	FY 17/18	5,000,000	Complete	App developed	# of: -unique visitors; frequency of use; retention rate; active users; session length; mobile traffic; leads and conversion rates;# of new entities added on a quarterly basis; 1 systematic update to the app annually
			Establishment of the 1 st Gastronomy Centre at Devon House		FY 17/18	3,000,000	Complete	Launch of centre	# of overall visitors to Devon House; # of visitors to distinct restaurants; proportion of locals and foreign visitors; # of restaurants opened
			Planning and execution of the Jamaica Blue Mountain Experience <ul style="list-style-type: none"> Blue Mountain Culinary Trail Blue Mountain Coffee Festival 		FY 17/18	7,000,000	Complete	Execution of initiatives; coffee festival held annually;	# enterprises participating in culinary trail; At least 500 visitors to coffee festival; number of sales leads generated for coffee farmers after attending festival; # of farmers exposed to capacity building initiatives; coffee festival held annually
			Capacity building initiative for coffee farmers						
		Collaborate with private sector entities to enhance existing food festivals and launch new events <ul style="list-style-type: none"> Jamaica at SOBE 2018 Taste of Jamaica and Taste of the Caribbean 	- TEF - JTB - CFJ	FY 18/19	3,000,000	Ongoing	Participation in the execution of at least three foods festivals annually	# of food festivals sponsored; # of attendees; # of registered food entities participating	

Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
			<ul style="list-style-type: none"> Beyond Jerk initiative 					
			Establishment of a permanent street food venue	FY 17/18	1,000,000	Ongoing	Venue operational	# of registered vendors; measure of annual average visits
2. To support a coordinated institutional framework which informs the development and implementation of culinary standards.	Raising stakeholders awareness about sustainable and productive quality measures and standards in keeping with local and international best practices	Training/seminars for restaurateurs and culinary entities: <ul style="list-style-type: none"> Food safety Business development 	-TEF -BSJ -MOH	FY 18/19	3,000,000	Ongoing	1 Targeted training session conducted	# of sessions held; # of participants;
		Entrepreneurship coaching in agriculture	-TEF	FY 18/10	4,000,000	Ongoing	At least two Coaching programmes completed	Measure of demographics of participating farmers; measure of produce output; measure of earnings from tourism sector; measure of hotel purchasing trends
		Annual Agri-Tourism Award Partnership(presented at Denbigh)	-TEF -BSJ -MOH	FY 18/19		Ongoing	Annual award for excellence in agro-tourism at Denbigh	Increase in # of nominees identified as pursuing exceptional agro-tourism standards
3. Establish Jamaica as a thriving gastronomy tourism destination.	Promote Jamaican culinary tourism through the creation of a comprehensive and engaging brand identity	Leveraging key local and international events to increase visitor interest in Jamaican gastronomy tourism: <ul style="list-style-type: none"> Event partnership with the private sector 	-TEF -Private sector -JTB	FY 18/19	5,000,000	Ongoing	Promotion of culinary tourism events	# of media tours conducted; audience reach of promotional campaigns; Network participation in culinary events
		Marketing initiatives targeting key international markets and the diaspora	-JTB -TEF	FY 18/19		Ongoing	Marketing strategies developed and executed	
		Culinary Ambassador Programme		FY 18/19	1,000,000	Ongoing	Culinary Ambassadors selected	

Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
		Conduct customer satisfaction survey to determine current attitudes towards culinary tourism		FY 18/19	100,000	Ongoing	Visitor information on attitudes towards culinary tourism provided	Quarterly review of data collected
4. To increase the use of locally sourced produce in hospitality and retail sectors.	Create a collaborative environment to foster increased use of local produce and manufactured goods within the tourism sector	Development of berry farming : <ul style="list-style-type: none"> • Development of technical guide for farmers • Capacity development training • Pilot programme 	-TEF -JAS -MICAF -Jamaica Citrus Growers -RADA -Jamaica 4H Club -Produce industry representatives	FY 18/19	7,500,000	Ongoing	Execution of berry farmer training	Collection of periodic berry production statistics; measure of berry sales to the tourism sector; # of registered berry farmers
		Presentation of Tourism Linkages Programme at Denbigh		FY 18/19	5,000,000	Ongoing	Comprehensive event participation by the Tourism Linkages Programme	# of visitors to booth; segmentation of types of visitors to booth; follow-up interest after event
		Development of the Agro-Links portal		FY 18/19	9,000,000	Ongoing	Portal developed and launched	# of buyers and sellers registered; sales generated; leads generated; product enquiries/requests made
		Updating of the Tourism Demand Study	-TEF -JAS -JSIF	FY 18/19		Completed	Study revised	Review of study conducted annually

	Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
HEALTH & WELLNESS	1. To support the development of the health and wellness sector through an enhanced regulatory framework.	Enhance the institutional capacity of the health and wellness tourism sector	Lobby for voluntary Spa standards system to be converted to formal regulation	-TEF -Jamaica Spa Association -BSJ	FY 18/19-onwards		Ongoing	Spa regulations effected	Proportion of spas endorsing regulations; # of regulation implemented; lobbying strategies developed and implemented
			Spa standards sensitization		FY 18/19-onwards	2,000,000	Initial phase complete	3 Sensitization sessions held	Published spa standards; # of sensitization sessions held; # of spas participating in sessions; % increase in awareness of spa operators to standards; # of spa standards adopted
					FY 18/19-onwards				
	2. To ensure a credible and safe health and wellness tourism product through developmental initiatives that enable practitioners to align services with national standards.								
	3. To create a uniquely Jamaican spa product through the fusion of traditional and modern techniques.	Engage in targeted research interventions	Research and inventory mapping of existing natural resources	- TEF - Devon House - MOT - TPDCo - JTB - Private sector - BSJ - SCR - National Council of Standards - MOH - Local universities	FY 17/18-onwards		Ongoing	Geographic inventory and map of natural resources completed	# of stakeholders accessing inventory database; # of natural resources identified
			Collaborate with learning institutions	-TEF -Local universities	FY 17/18-onwards	1,000,000	Complete	Formal agreements with learning institutes to develop collaborative initiatives	# Health and wellness tourism sector analysis reports disseminated; 1 collaborative initiative launched annually

Objective	Key Strategy	Activity	Responsible Entities	Timeframe	Budget	Status	Desired Output	Output
							Health and wellness tourism sector analysis reports	
		Development of the herbaceuticals sector	-TEF -BSJ -SRC	FY 17/18-onwards	5,000,000	Complete	Strategy plan developed	Action plan developed; public awareness campaigns promoting herbaceutical use in tourism
4. To promote a sustainable health and wellness tourism brand in Jamaica that provides visitors with special added value in terms of environmental and social benefits.	Promote the distinct competitive advantages of Jamaica's health and wellness tourism offerings	Health and Wellness conference	-TEF -Private sector	FY 18/19	5,000,000		Conference held	# of attendees; # and types of health and wellness tourism operators registered annually
		Mini expos promoting health and wellness related eco-tourism activities		FY 18/19	5,000,000		Expos executed	# of attendees; change in number of eco-tourism entities offering health and wellness services/products
5. To encourage the training and certification of a cadre of highly skilled and competent health and wellness professionals.	Augment existing training platforms and create new training opportunities to enhance workforce capacity	Sector-wide awareness initiative-	-TEF -BSJ -MOH	FY 18/19-onwards		Ongoing	Workforce trained in new innovations and changes in the sector	Number of spa workers trained; measure of attitudes towards innovations and industry changes
		Assessment of training needs; Review training curricula at local institutions		FY 18/19-onwards			Training needs assessment report produced ; Curricula recommendations implemented	Data outlining training gaps; meetings with local institutions to share findings

	Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
SPORTS & ENTERTAINMENT	1. To provide comprehensive and current data to inform the development of a competitive sector.	Encourage the development and assessment of sports and entertainment tourism strategies	Sports and entertainment publications	-TEF -Private sector	FY 18/19-onwards	2,000,000	Ongoing	Editorials published	# of editorials published
			Enhance seasonal events <ul style="list-style-type: none"> Reggae Month Carnival 		FY 18/19-onwards	8,000,000	Ongoing	Report arising from collaboration with event promoters	% increase in attendance of visitors at events
	2. To strengthen the capacity of the sports and entertainment sector workforce to deliver world-class products and experiences.	Identify and address sector education and training needs	Top Flight DJ Programme	-TEF	FY 17/18	5,000,000	Ongoing	Training programme executed	Measure of hotel guest feedback
	3. To encourage compliance among venue operators, event promoters and other stakeholders through collaboration with MDAs.	Strengthen industry regulatory compliance	Lecture Series/ Conference- Sports and Tourism	-TEF -Private sector -MOH -Parish Councils -JACAP -JAMMS -JCF	FY 18/19	3,000,000	Ongoing	Lecture series hosted	# of compliant events
	2 To strengthen Jamaica's sports and entertainment tourism product through public/private partnerships that support the development	Leverage sporting and entertainment events to maximise the use of existing venues	Enhance sporting activity using entertainment events	-TEF -Jamaica Spa Association -HEART/Trust	FY 18/19-onwards	12,000,000	Ongoing	3 collaborative sports and entertainment events held annually	Attendee satisfaction with entertainment package at sporting events

	Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
	of world-class facilities.								
	5. To develop a strategy for sports and entertainment tourism that takes into consideration the available assets, resources and current global positioning and potential to market Jamaica as an entertainment destination with various identities.	Coordinate the development of promotional material highlighting sporting and entertainment events	Top Events Initiative(Marketing Plan)	-TEF -JTB	FY 18/19- onwards	15,000,000	Ongoing	Marketing plan developed and executed	# of attendees at featured events
			Content Capture/Sizzle Reel	-TEF -JTB	FY 18/19- onwards	15,000,000	Ongoing	Media content developed and released to media houses	Measure of impressions from media promotions; # of requests for footage; # of events featured

	Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
KNOWLEDGE	1. To provide tourism practitioners with access to comprehensive resource tools to inform planning and decision-making.	Integrate relevant sources of industry information into usable data	Development of central information repository and online tourism knowledge portal	-TEF -Private sector -UWI -UTECH -NCU	FY 18/19-onwards	3,000,000	Ongoing	Tourism knowledge portal launched	# of website hits; frequently searched terms; most visited links
			The Linkages Network Infonomics initiative	-Other universities -Research bodies	FY 18/19-onwards	3,200,000	Ongoing	Infonomics strategy developed and implemented	Stakeholder acceptance of infonomics concept
	2. To establish Jamaica as a world-class MICE destination.	Adopt a proactive approach to MICE sector development	Host international forums	-TEF	FY 18/19		Ongoing	1 forum hosted annually	# of forums held annually; # of visitors travelling to attend forums; attendees perception of the destination's MICE offerings
			UNWTO Conference projects	-MoT	FY 17/18			Conference and related activities executed	
	3. To strengthen tourism workforce capacity through streamlined assessment of needs and alignment of curricula.	Enhance sector training needs through the development of targeted apprenticeship programmes	Support establishment of the Jamaica Centre for Tourism Innovation	-TEF -Private sector -BSJ	FY 18/19		Ongoing	Formal support arrangement made with JCTI	# of students enrolled; # of courses offered
	4. To promote Jamaica's tourism knowledge expertise by developing niche edu-tourism products that foster cross-border exchange of tourism knowledge.	Explore opportunities to develop niche areas of education based tourism	Edu-tourism initiative (Map, package and market best practices in tourism)	-TEF -TPDCo -UWI -UTECH -NCU -JAMPRO	FY 18/19-onwards	12,000,000	Ongoing	Edu-tourism strategy developed and implemented	# of visitors arriving in Jamaica for edu-tourism; # of tourism entities engaging in edu-tourism

	Objective	Key Strategy	Activity	Implementing Entities	Timeframe	Budget	Status	Desired Output	Indicator
SHOPPING	1. To create authentic and distinctive shopping experiences through the development of innovative shopping venues.	Encourage the integration of locally produced artisanal products into tourism sales locations	Diversify number of players, items and locations-	-TEF -Private sector	FY 18/19-	1,500,000	Ongoing	Diversification initiatives launched	# of shopping destinations/locations operating
			Shopping Showcase: Promotion of Jamaica as a shopping destination		FY 18/19-	5,000,000	Ongoing	Showcase strategy implemented	# of campaigns developed; length of campaign cycle
			Christmas in July Trade Show		FY 18/19	4,500,000	Ongoing	Trade show executed	% increase in number of participants; # of attendees; # of business arrangements entered into following event; perception of participants about market opportunities
	2. To create an enabling legislative environment for the development of shopping tourism.	Accelerate the legislative reform process to create an encouraging business environment	Public awareness sensitization to Duty Free Act amendments	-MoT -TEF	FY 18/19		Ongoing	Sensitization sessions held	# of sessions held; acceptance of amendments by stakeholders
	3. To determine visitor shopping demands when travelling and obtain feedback on shopping experiences while in Jamaica.	Utilize market research tools to investigate visitor demand	Development/enhancement of databases, relevant apps and other platforms to document and market Jamaican shopping experiences and visitor demand	-TEF	FY 17/18		Ongoing	Database developed and launched	Frequency of access to database; search analytics

	Objective	Key Strategy	Activity	Responsible Agency	Timeframe	Budget	Status	Desired Output	Indicator
	4. To encourage the participation in formal exchanges by local artisans and designers.	Encourage increased participation of industry stakeholders	Engage local fashion designers to participate in tourism through formal systems	-TEF	FY 18/19	1,000,000	Ongoing	Formal business arrangements entered into between local designers and tourism entities	# of formal arrangements entered into
	5. To create and market high quality products and experiences through the development of a shopping strategy plan.	Utilise industry expertise to develop a shopping strategy	Linkages Speed Networking	-TEF	FY 18/19	3,500,000	Ongoing	Speed networking held annually	# of participants; # of formal arrangements entered into following event;
			Opportunities Investment forum: Promotion of investment opportunities	-TEF -JAMPRO	FY 18/19	3,500,000	Ongoing	2 investment forums supported/ executed annually	# of participants in attendance; positive feedback on investment prospects
			Establish linkages with relevant stakeholders to support Network objectives	-TEF	FY 18/19- onwards		Ongoing	MOU's signed among stakeholders	Stakeholder perception and acceptance of Network objectives; # of cross-referencing initiatives launched
			Develop definition for Designer clothing and local and international market strategy	-TEF	FY 18/19- onwards		Ongoing	Definition developed and strategy implemented	# of sensitizations sessions to introduce definition; # of attendees at sessions; level of acceptance of definition by stakeholders

12. Monitoring and Evaluation Framework

In order to achieve the goals set out in the Tourism Networks Policy and Strategy a Policy Monitoring and Evaluation Framework has been developed to enable effective monitoring of outcomes. Desired outcomes emanating from the Tourism Networks Policy will be operationalized through a series of annual short-term programmes. A preliminary Monitoring and Evaluation (M&E) Framework has been developed to analyse implementation outcomes against stated indicators, responsible entities and timelines. This system will be expanded to include methods of reporting, establishment of clear reporting schedule, responsibilities and semi-annual reporting.

	Objective	Key Strategy	Activity	Desired Outcome	Indicator
GASTRONOMY	1. To support the development of an international market ready gastronomy tourism product.	Enable planners to conceptually develop culinary tourism products geared towards meeting the demands of the target audience	Development and expansion of the Taste Jamaica App and microsite	Increased public awareness of available gastronomy offerings	Measure of social media references to the app; social media linkages to featured restaurants; # of new restaurants added quarterly
			Establishment of the 1 st Gastronomy Centre at Devon House	Innovative dining experiences created	# of overall visitors to Devon House; # of visitors to distinct restaurants; visitor profile study to differentiate local and foreign visitors; # of restaurants opened; level of visitor satisfaction with facilities
			Planning and execution of Jamaica Blue Mountain Experience <ul style="list-style-type: none"> Blue Mountain Culinary Trail Blue Mountain Coffee Festival 	Greater awareness of gastronomy offerings in the Blue Mountains Increase in local coffee consumption culture Increased trade opportunities between coffee farmers and buyers in the tourism sector	Measure of coffee consumption patterns by local coffee shops; market survey of available coffee-related products in various categories
			Capacity building initiative for coffee farmers	Increased awareness of alternative marketable uses for coffee	
			Collaborate with private sector entities to enhance existing food festivals and launch new events <ul style="list-style-type: none"> Jamaica at SOBE 2018 Taste of Jamaica and Taste of the Caribbean Beyond Jerk initiative 	Increased opportunity for exposure to Jamaican cuisine	Attendee perception towards Jamaican cuisine Level of attendee satisfaction with variety and quality of food available at event

Objective	Key Strategy	Activity	Desired Outcome	Indicator
		Establishment of permanent street food venue	Improved public perception of street food	# visitors to street food venue; ratio of visitors who indicate an interest in returning to the venue
2. To support a coordinated institutional framework which informs the development and implementation of culinary standards.		Training/seminars for restaurateurs and culinary entities: <ul style="list-style-type: none"> • Food safety • Business development 	Increased compliance with agriculture industry quality standards	100% of Gastronomy Network relevant members BSJ compliant by 2025; measure of stakeholder satisfaction with training
		Entrepreneurship coaching in agriculture	Increased and consistent production output of farmers to meet tourism sector needs	Measure of demographics of participating farmers; measure of earnings from tourism sector; measure of hotel purchasing trends; measure of quality of coaching partnerships
		Annual Agri-Tourism Award Partnership(presented at Denbigh)	Agro-tourism practitioners rated high in performance are recognized	# of nominees identified as pursuing exceptional agro-tourism standards
3. Establish Jamaica as a thriving gastronomy tourism destination.	Promote Jamaican culinary tourism through the creation of a comprehensive and engaging brand identity	Leveraging key local and international events to increase visitor interest in Jamaican gastronomy tourism: <ul style="list-style-type: none"> • Event partnership with the private sector 	Increased awareness of the Jamaican culinary tourism brand	# of media tours conducted; audience reach of promotional campaigns; Network participation in culinary events
		Marketing initiatives targeting key international markets and the diaspora	Increased awareness of the Jamaican culinary tourism brand	
		Culinary Ambassador Programme	An informed brand identity aligned with visitor demands	
		Conduct customer satisfaction survey to determine current attitudes towards culinary tourism		
		Development of berry farming : <ul style="list-style-type: none"> • Development of technical guide for farmers • Capacity development training • Pilot programme 	Increased demand for local berries within the tourism sector and the wider economy	Proportion of registered berry farmers supplying the tourism sector; # of registered berry farmers.

Objective	Key Strategy	Activity	Desired Outcome	Indicator
4. To increase the use of locally sourced produce in hospitality and retail sectors.	Create a collaborative environment to foster increased use of local produce and manufactured goods within the tourism sector	Presentation of the Tourism Linkages Programme at Denbigh	Increased public awareness of linkages between tourism and agriculture	# of visitors to booth; profile of visitors to booth; level of follow-up interest after event
		Development of the Agro-Links portal	Improved market access for farmers to the tourism sector	# of recorded sales on a weekly basis; measure of most frequent tourism entity purchasers
		Updating of the Tourism Demand Study	Accurate determination of actual and potential demand for products and services across the agricultural , manufacturing and tourism sectors	Demand data publicly available; perceptions of the accuracy of study

	Objective	Key Strategy	Activity	Desired Outcome	Indicator
HEALTH & WELLNESS	1. To support the development of the health and wellness sector through an enhanced regulatory framework.	Enhance the institutional capacity of the health and wellness tourism sector	Lobby for voluntary Spa standards system to be converted to formal regulation	Formalization and increased endorsement of spa regulations	Proportion of spas endorsing regulations; # of regulation implemented; level of compliance of spa operators
			Spa standards sensitization	Increased awareness of spa standards	# of sensitization sessions held; # of spas participating in sessions; % increase in awareness of spa operators to standards; # of spa standards adopted; client perception of service following implementation of standards
	2. To ensure a credible and safe health and wellness tourism product through developmental initiatives that enable practitioners to align services with national standards.	Engage in targeted research interventions	Research and inventory mapping of existing natural resources	Stakeholders have access to repository of leverageable natural resources	# of stakeholders accessing inventory database; # of natural resources identified
			Collaborate with learning institutions	Strengthened technical cooperation with learning institutes	# Health and wellness tourism sector analysis reports disseminated; frequency of collaborative initiatives between the health and wellness Network and learning institutions
			Development of the herbaceuticals sector	Increased awareness and use of herbaceuticals within the tourism sector	# of public awareness campaigns promoting herbaceutical use in tourism; frequency of reference to Jamaican herbaceutical sector by international media
	4. To promote a sustainable health and wellness tourism brand in Jamaica that provides visitors with special added value in terms of environmental and social benefits.	Promote the distinct competitive advantages of Jamaica's health and wellness tourism offerings	Health and Wellness conference	Greater participation of stakeholders in health and wellness tourism	Measure of sector perception by conference attendees; # of attendees; # and types of health and wellness tourism operators registered annually
			Mini expos promoting health and wellness related eco-tourism activities	Increased awareness of health and wellness tourism opportunities within eco-tourism	Expo participants attitudes towards incorporating health and wellness tourism models into operation; proportion of eco-tourism entities offering health and wellness services/products
	5. To encourage the training and certification of a cadre of highly skilled and competent health and wellness professionals.	Augment existing training platforms and create new training opportunities to enhance workforce capacity	Sector-wide awareness initiative-	Functional workforce with competitive skills enhanced	Number of spa workers trained; measure of attitudes towards innovations and industry changes; ratio of workforce seeking continuing education opportunities
			Assessment of training needs; Review training curricula at local institutions		Perceptions of gaps in training curricula; workforce skill level

	Objective	Key Strategy	Activity	Desired Outcome	Indicator
SPORTS & ENTERTAINMENT	1. To provide comprehensive and current data to inform the development of a competitive sector.	Encourage the development and assessment of sports and entertainment tourism strategies	Sports and entertainment editorials	Increased awareness of the profile of the sector	# of editorials published; frequency of reference to sector in international media; public perception of the sector
			Enhance seasonal events <ul style="list-style-type: none"> • Reggae Month • Carnival 	Increased patronage at seasonal events	% increase in attendance of visitors at events; proportion of visitors travelling to Jamaica to attend a particular event; frequency in events held annually
	2. To strengthen the capacity of the sports and entertainment sector workforce to deliver world-class products and experiences.	Identify and address sector education and training needs	Top Flight DJ Programme	Increased satisfaction of hotel guests with entertainment options	Measure of hotel guest feedback; proportion of hotel guests returning to a hotel based on entertainment value; degree of importance of entertainment to a guest when selecting a hotel
	3. To encourage compliance among venue operators, event promoters and other stakeholders through collaboration with MDAs.	Strengthen industry regulatory compliance	Lecture Series/ Conference- Sports and Tourism	Reduced non-compliance of even promoters	# of compliant events; ratio of events cited as compliant
	4. To strengthen Jamaica's sports and entertainment tourism product through public/private partnerships that support the development of world-class facilities.	Leverage sporting and entertainment events to maximise the use of existing venues	Enhance sporting activity using entertainment events	Increased occurrence of sporting events with an entertainment component	Level of attendee satisfaction with entertainment at sporting events; frequency of sporting events that feature an entertainment component annually
	5. To develop a strategy for sports and entertainment tourism that takes into consideration the available assets, resources and current global positioning and potential to market Jamaica as an entertainment destination with various identities.	Coordinate the development of promotional material highlighting sporting and entertainment events	Top Events Initiative	Increased public awareness of events	frequency of media references to top events; proportion of persons attending selected events due to direct marketing interaction
			Content Capture/Sizzle Reel	Promotion of events strengthened	Measure of impressions from media promotions; # of requests for footage; # of events featured

	Objective	Key Strategy	Activity	Desired Outcome	Indicator
KNOWLEDGE	1. To provide tourism practitioners with access to comprehensive resource tools to inform planning and decision-making.	Integrate relevant sources of industry of information into usable data	Development of central information repository and online tourism knowledge portal	Comprehensive data bank created	Perception of the value added significance of available data
			The Linkages Network Infonomics initiative	Improved performance and innovation of tourism entities through leveraging information	Stakeholder perception of infonomics concept
	2. To establish Jamaica as a world-class MICE destination.	Adopt a proactive approach to MICE sector development	Host international forums	Jamaica's status as a MICE destination enhanced	# of forums held annually; # of visitors travelling to attend forums; attendees perception of the destination's MICE offerings
			UNWTO Conference projects		
3. To strengthen tourism workforce capacity through streamlined assessment of needs and alignment of curricula.	Enhance sector training needs through the development of targeted apprenticeship programmes	Support establishment of the Jamaica Centre for Tourism Innovation	World class tourism training offering enhanced	# of students enrolled; # of courses offered; ratio of local/internationally trained professionals hired within the sector; types of training programmes offered	
4. To promote Jamaica's tourism knowledge expertise by developing niche edu-tourism products that foster cross-border exchange of tourism knowledge.	Explore opportunities to develop niche areas of education based tourism	Edu-tourism initiative (Map, package and market best practices in tourism)	Diversified tourism offerings created in niche areas, such as edu-tourism	# of visitors arriving in Jamaica for edu-tourism; # of tourism entities engaging in edu-tourism; international perception of Jamaica as an edu-tourism destination	

	Objective	Key Strategy	Activity	Desired Outcome	Indicator
SHOPPING	1. To create authentic and distinctive shopping experiences through the development of innovative shopping venues.	Encourage the integration of locally produced artisanal products into tourism sales locations	Diversify number of players, items and locations	Increased appeal of items featured in gift shops and shopping locations, to tourists and visitors	# of shopping destinations/locations operating; visitor perception of quality and variety of locally produced items for sale
			Shopping Showcase: Promotion of Jamaica as a shopping destination	Greater international awareness of Jamaica as a shopping destination	# of campaigns developed; % of visitors travelling to Jamaica for shopping; proportion of marketing campaigns that promote Jamaica's shopping offerings
			Christmas in July Trade Show	Improved market access for locally produced goods	% increase in number of participants; # of attendees; # of business arrangements entered into following event; perception of participants about market opportunities
	2. To create an enabling legislative environment for the development of shopping tourism.	Accelerate the legislative reform process to create an encouraging business environment	Public awareness sensitization to Duty Free Act amendments	Increased awareness of amendments	# of sessions held; acceptance of amendments by stakeholders
	3. To determine visitor shopping demands when travelling and obtain feedback on shopping experiences while in Jamaica.	Utilize market research tools to investigate visitor demand	Development/enhancement of databases, relevant apps and other platforms to document and market Jamaican shopping experiences and visitor demand	Greater use of technology and information to learn about available shopping experiences	Frequency of access to database; search analytics
4. To encourage the participation in formal exchanges by local artisans and designers.	Encourage increased participation of industry stakeholders	Engage local fashion designers to participate in tourism through formal systems	Increased presence of local designer items in tourist gift shops	# of formal arrangements entered into between designers and stores; # of stores selling locally produced designer items; percentage of locally produced goods sold in stores	
		Linkages Speed Networking	Increased networking opportunities created for local businesses/manufacturers to engage the tourism sector	# of formal arrangements entered into following event; attendee perception on networking potential following the event	
5. To create and market high quality products and experiences through the development of a shopping strategy plan.	Utilise industry expertise to develop a shopping strategy	Develop definition for Designer clothing and local and international market strategy	Increased consumption of locally produced artisanal craft items and designer goods	Change in shopping patterns reflecting the type of goods purchased by visitors	

13. Policy Review

The National Tourism Policy and Strategy will be reviewed every three years by the Policy and Monitoring Division of the Ministry of Tourism in collaboration with the Tourism Linkages Network to evaluate outcomes and make revisions where necessary.

14. Key Supporting Stakeholders

The Ministry of Tourism is the administering body for the Policy and Strategy and will provide guidance and coordination regarding the implementation of the Policy. There are several stakeholders that are involved and have a direct and indirect interest in the activities emanating from the Policy. In this regard, the implementation of the Policy will rely on a concerted effort and mutual responsibility of stakeholders in both the public and private sectors. The following entities will collaborate to deliver streamlined and effective strategies, under the helm of the Ministry of Tourism's main implementing agencies: **Tourism Product Development Company Limited (TPDCo); Tourism Enhancement Fund (TEF) and the Jamaica Tourist Board (JTB)**

Jamaica Promotions Corporation (JAMPRO)

University of the West Indies, Mona (UWI)

University of Technology (UTtech)

University College of the Caribbean (UCC)

Heart Trust/NTA

Planning Institute of Jamaica (PIOJ)

Ministry of Culture, Gender, Entertainment and Sport (MCGES)

Ministry of Investment, Commerce, Agriculture and Fisheries (MICAFA)

Ministry of Health (MOH)

Ministry of Economic Growth and Job Creation (MEGJC)

Municipal Corporations

Ministry of Local Government and Community Development (MLGCD)

Ministry of National Security (MNS)

Institute of Sports (IOS)

Bureau of Standards

Conclusion

Tourism is the world's largest industry and one of the objectives of tourism development is economic gain. It plays an important role in driving the force for economic development that goes beyond private sector providers of tourism making a profit. In economic terms, the travel and tourism industry have three main aims:

- Invigorating economies
- Providing more jobs and career prospects
- Stimulating development.

Tourism is able to do this by creating direct and indirect employment; increasing foreign currency earnings; increasing visitor numbers and visitor spending within the local economy; increasing income for commercial operators and economic development and regeneration.

The value-added component is particularly important when considering the impact of tourism in the Caribbean region. Value is added when a product is developed, processed, refined or marketed in a manner that allows it to be sold at a higher price than the process of the raw materials, services and components bought for its production. Countries with large domestic agricultural sectors, for instance, supply tourist consumption and are well positioned to achieve higher levels of value-added in the tourism sector

When a country's natural resources are packaged by foreign tour operators and sold through sophisticated marketing techniques a substantial portion of the value-added is created and captured by those tour operators and therefore not returned to the country. To increase the value –added component of tourism, host- countries businesses and residents must offer travel services such as packaged tours, offering locally owned accommodations and providing the necessary means to visit

In recognising these situational elements, the Tourism Networks Policy and Strategy was developed with the aim of promoting collaboration with the tourism sector and other sectors in the economy to enhance the tourism product, thereby increasing the impact of tourism on the economic growth strategy of Jamaica. The Policy provides a comprehensive framework which streamlines five major Networks, activities under which will spearhead the path to continued economic development. The Policy will act complementary to existing national policies and legislation with a focus on economic growth and development. It presents a projection of the tourism sector and its role in the economic development of Jamaica.

Appendices

Definitions for the Purpose of this Policy and Strategy

Brand Jamaica

Brand Jamaica encapsulates all the cultural, social and historical elements that distinguish Jamaica from other destination. It is crafted holistically through the recognition of key identifiers that the country's reputation is built upon and leveraging these factors to promote the country's uniqueness.

Tourism Network

“A set of formal co-operative relationships between appropriate organisational types and configurations, stimulating inter-organisational learning and knowledge exchange, and a sense of community and collective common purpose that may result in qualitative and/or quantitative benefits of a business activity, and/or community nature relative to building profit.

Gastronomic Tourism

An experiential trip to a gastronomic region for recreational or entertainment purposes, which includes visits to primary and secondary food producers, gastronomic festivals, food fairs, events, farmers' markets, cooking shows and demonstrations, tastings of quality food products or any tourism activity related to food. In addition, this experiential journey is related to a particular lifestyle that includes experimentation, learning from different cultures, the acquisition of knowledge and understanding of the qualities or attributes related to tourism products, as well as culinary specialities produced in that region through its consumption.

Street Food

The term "street foods" describes a wide range of ready-to-eat foods and beverages sold and sometimes prepared in public places, notably streets. Like fast foods, the final preparation of street foods occurs when the customer orders the meal which can be consumed where it is purchased or taken away. Street foods and fast foods are low in cost compared with restaurant meals and offer an attractive alternative to home-cooked food. In spite of these similarities, street food and fast food enterprises differ in variety, environment, marketing techniques and ownership.

Street foods often reflect traditional local cultures and exist in an endless variety. There is much diversity in the raw materials as well as in the preparation of street food beverages, snacks and meals. Vendors' stalls are usually located outdoors or under a roof which is easily accessible from the street. They have low-cost seating facilities which are sometimes rudimentary. Their marketing success depends exclusively on location and word-of-mouth promotion. Street food businesses are usually owned and operated by individuals or families but benefits from their trade extend throughout the local economy. For instance, vendors buy their fresh food locally, thus linking their enterprises directly with small-scale farms and market gardens.

Health

A state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

Health and well-being destination

An area chosen by customers (guests, with either preventative or curative motives) as a travel destination to improve their state of well-being. The destination includes necessary infrastructure and services such as accommodation, restaurants, and other facilities, with a systematically developed offer for health and well-being. The destination is managed and marketed professionally as a unit.

Wellness

A state of health featuring the harmony of body, mind and spirit, with self-responsibility, physical fitness/beauty care, healthy nutrition/diet, relaxation/ need for de-stressing/meditation, mental activity/education and environmental sensitivity/social contacts as fundamental elements.

Health and wellness tourism

Trips that are taken by tourists with the principal purpose being to improve their health and/or wellbeing. Typically this includes one or more of the following: physical fitness programmes, spa visits, medical treatment, health farms, beauty treatment, and many different alternative therapies derived from different cultures.

Herbaceuticals

The class of medicines derived from the herbal compounds of plants.²⁵

Spa

Entity devoted to enhancing overall well-being through a variety of professional services that encourage the renewal of mind, body and spirit.

Day Spa

A spa offering a variety of professionally administered spa services to clients on a day-use basis.

Spa Town

Any local authority, regardless of size or number of inhabitants, which has been acknowledged since its foundation in the definition of spa town, having historically deployed activities linked to water cures with its effects on the development of the town, its architecture, tourism and cultural and socio-economic initiatives. The water cures in question are linked to the exploitation of spa and mineral waters²⁶.

Destination Spa

A destination spa is a facility with the primary purpose of guiding individual spa-goers to develop healthy habits. This lifestyle transformation can be accomplished by providing a comprehensive program that includes spa services, physical fitness activities, wellness education, healthful cuisine and special interest programming.

Resort/Hotel Spa

A spa located within a resort or hotel providing professionally administered spa services, fitness and wellness components.

²⁵ R. Elliott Ingersoll, Carl F. Rak (2015), *Psychopharmacology for Mental Health Professionals: An Integrative Approach*, Cengage Learning, p. 260

²⁶ European Historic Thermal Towns Association Definition of “spa towns”, Accessed: http://www.ehtta.eu/index.php?option=com_content&view=article&id=47&Itemid=27

Club Spa

A facility whose primary purpose is fitness and which offers a variety of professionally administered spa services on a day-use basis.

Spa pool

A natural or manmade swimming or bathing pool made for public use for the purpose of recreational, medical or therapeutic use.

Mega Events

These can be defined as nomadic occasions lasting for a specified time, which attract a large number of patrons and are intended to generate significant media reach and have an impact on the environment and host country.²⁷

Special Events

A unique moment in time celebrated with ceremony and ritual to satisfy specific needs.²⁸

Hallmark events

Within the context of tourism, major events intended to promote the host community within the regional or international marketplace.²⁹

Festivals

“A periodically recurrent social occasion in which, through a multiplicity of forms and a series of coordinated events, participate directly or indirectly and to various degrees all members of the whole community,, united by ethic, linguistic, religious, historical bonds, and sharing a worldview.”³⁰

Local/community events

“Events targeted mainly for the local audiences and staged primarily for their social, fun and entertainment value. These events often produce a range of benefits, including, engendering pride in the community, strengthening a feeling of belonging and creating a sense of place.”³¹

Tourism Knowledge Network

A mechanism that supports acquisition and dissemination of facts, information and skills that are directly related to tourism or are integral pillars upon which a tourism product will thrive.

Edu-Tourism

“A form of tourism activities that emphasize the education content to fulfill the tourist’s needs and motivation to gain knowledge during their travel.”³²

²⁷ Muller, Martin, What Makes and Event a Mega Event? Definitions and Sizes, Leisure Studies, Volume 34, 2015- Issue 6: Leveraging Mega-Events

²⁸ Goldblatt, J (2002); Special Events: twenty-First Century Global Event Management. New York; John Wiley & Sons, Inc, pp. 6

²⁹ Hall, C.M. GeoJournal (1989) 19: 263. <https://doi.org/10.1007/BF00454570>

³⁰ Falassi, A. (1987) Festival: definition and morphology. In Flaassi, A (ed) Time out of time. University of New Mexico Press, Albuquerque, pp.1-10

³¹ Oklobdzija, Sonja (2015) The Role of Events in Tourism Development, BizInfo Journa, 2015, Volume 6, Number 2, pp.83-97

³² Malihah, Elly & Puspito, Heri & Diah Setiyorini, Heri Puspito. (2014). Tourism Education and Edu-Tourism Development: Sustainable Tourism Development Perspective in Education 1.

Digital Media

Digital Media is the use of computer technology in communication: to create, manipulate, and combine different media whether it be text (words, equations), graphics (photography, art and design images, charts and graphs, animation), audio (spoken words, music, sound effects) and video (motion picture/film, animation, visual effects) sometimes with links (connections) that let the user navigate, interact, create, and communicate. Some of the most common examples of digital media include social media platforms, mobile media applications (apps), and electronic email

Traditional Community

A society characterized by an orientation to the past, not the future, with a predominant role for custom and habit.

Indigenous Community

“Peoples and nations are those which, having a historical continuity with pre-invasion and pre-colonial societies that developed on their territories, consider themselves distinct from other sectors of the societies now prevailing on those territories, or parts of them. They form at present non-dominant sectors of society and are determined to preserve, develop and transmit to future generations their ancestral territories, and their ethnic identity, as the basis of their continued existence as peoples, in accordance with their own cultural patterns, social institutions and legal system.”³³

Infonomics

Infonomics is the study of the economic value of information, which facilitates the management and leveraging information as any other enterprise asset.³⁴

³³ UN Doc. E/CN.4/Sub.2/1986/7 and Add. 1-4. (U.N. Sales No. E.86.XIV.3).

³⁴ Laney, D. (2013) Infonomics: the new economics of information, Financial Times, Accessed at: <http://www.ft.com/cms/s/0/205ddf5c-1bf0-11e3-b678-00144feab7de.html#axzz34zZwsrQC>

Bibliography

- Ali, Rafat, *The Rise of Food Tourism*. New York: Skift, 2015. Accessed March 20, 2017. <http://skift.com/2015/02/17/new-free-skift-report-the-rise-of-food-tourism/>.
- Alison Morrison Paul Lynch Nick Johns, (2004), "International Tourism Networks", *International Journal of Contemporary Hospitality Management*, Vol. 16 Iss 3 pp. 197 – 202;
- Caribbean Export Development Agency, (2008) *Health and Wellness: Ten Strategies for Success Within the Caricom Single Market & Economy (CSME)*,
- Caribbean Tourism Annual Statistical Report 2015;
- Case Study Catalonia: How the Food Economy Drives Sustainable Tourism Development: Skift 2017. Accessed March 20, 2017;
- FAO Food and Nutrition Papers, n.46. Report of FAO Technical Meeting on Street Foods, Jogjakarta, Indonesia. 5–9 December 1988;
- Hjalager, Anne-Marie; Richards, Greg. (2003)*Tourism and Gastronomy*. London: Routledge.
- Gammon, Sean; Robinson, Tom (2003). "Sport and Tourism: A Conceptual Framework". *Journal of Sport Tourism*. 8(1); pp.21-26;
- Langlois, S. (2001). "*Traditions: Social*". *International Encyclopedia of the Social*. pp. 15829–15833. [doi:10.1016/B0-08-043076-7/02028-3](https://doi.org/10.1016/B0-08-043076-7/02028-3).
- Loi, K. & Pearce, P.L. (2012). Powerful stakeholders' view of entertainment in Macao's future. *Journal of Business Research*, 65(1), 4-12;
- McCabe, S; Johnson, S. (2013). The Happiness Factor in Tourism: Subjective Well-being and Social Tourism. *Annals of Tourism Research*, Vol. 41, pp 42-65;
- OECD-Korea Workshop on Korean Cuisine in Tourism, Organisation for Economic Co-operation and Development. (2012). *Food and the Tourism Experience: The OECD-Korea Workshop*
- Porter, M. (1990), *The Competitive Advantage of Nations*, MacMillan, Basingstoke;
- Telle Tuominen Daniel Binder Donna Dvorak Christian Husak Kai Illing Steffen Lange Lucie Plzakova Susanna Saari Robert Schmidt, (2015), "Developing A Competitive Health and Well-being Destination"; WelDest Primary Research Report;
- Travel & Tourism Economic Impact Report 2015;
- UNWTO, World Tourism Barometer- Volume 14, January 2016;
- UNWTO. *Global Report on Food Tourism*, Madrid, (2012). Accessed March 20, 2017. http://dtxqt4w60xqpw.cloudfront.net/sites/all/files/pdf/global_report_on_food_tourism.pdf
- UNWTO, *2014 Global Report on Shopping Tourism*, AM reports: Volume eight. UNWTO. Madrid.