

BEST

BARBADOS EMPLOYMENT AND SUSTAINABLE TRANSFORMATION PROGRAMME

STRATEGIC TRAINING PLAN COMPONENT

**REVISION OF TOURISM ENTERPRISE
FUNCTIONAL CATEGORIES**

BEST-NTI IMPLEMENTATION TEAM

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Background

On 25 October, 2020 the National Transformation Initiative distributed two documents with the aim of supporting the implementation of the training component of the Barbados Employability and Sustainability Transformation initiative known as BEST. These were the **Strategic Training Plan Guide** and the **Strategic Training Plan template**.

Due to the wide diversity in the tourism enterprises in the country, some enterprises have found difficulty in using the **Strategic Training Plan template**, particularly **PART B** as originally published. This diversity has led to differences in the way functional activities are categorized in these different types of enterprises and therefore, the under-representation of non-accommodation enterprises.

Harmonization of Functional Categories

As a result of consultations, the list of functional areas has been reduced to **six categories**. These categories were validated by participants in the consultations which were held on Wednesday 26 October and Thursday 27 October. These six are presented in Table 1. Five of these areas: # 1, #2, #4, #5 and #6 are more or less mainstream business and tourism enterprise functional areas.

The sixth - **Destination Appreciation** - is a novel category designed to capture the functional activities of many of the non-accommodation enterprises. It is important to recognize that this category, despite its appearance, is not a tourism enterprise or type of tourism company *per se* but a contrived **functional area** that could be created in and apply to any tourism enterprise. However, its immediate and most important purpose is that it provides those non-accommodation enterprises with a functional category which is fundamental and critical to their tourism services and activities. The adjusted list of functional areas has now been incorporated into the **Strategic Training Plan Part B**, a copy of which accompanies this update.

Table 1: Harmonized Tourism Enterprise Functional Categories

FUNCTIONAL CATEGORY	ACTIVITIES / TRAINING FOCUS
1 Sales, Marketing & Communications	Travel planning, reservations, advertising & promotion, on premise merchandizing, customer service, language & communications services, etc
2 Hospitality Operations	Accommodation, Food & Beverage, housekeeping, concierge, a la carte dining etc
3 Destination Appreciation	Ground, aerial & marine tours, memorabilia production, heritage appreciation, cultural artefacts production, entertainment etc
4 Asset Maintenance	Building and environmental maintenance, vehicular and mechanical maintenance, IT infrastructure maintenance, energy management etc
5 Health and Safety	Covid-19 protocols, OHSA, MHPS*, Security, etc
6 Administration	Supervisory Management, Payroll Accounting, General Accounting, inventory management, procurement, etc BUT not top management activities

*MHPS=Mental Health & Psychological Security