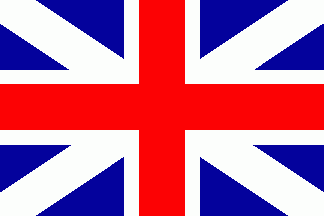
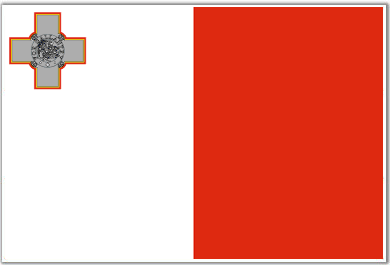
[Final Mission Report](http://slcsi.org.lc/wp-admin/post.php?post=1228&action=edit&message=6)[Final Mission Report](http://www.slcsi.org.lc/wp-admin/post-new.php)

**FINAL**

**TRADE MISSION REPORT**

**“The European Union Market Access Documentaries”**



**Prepared for**

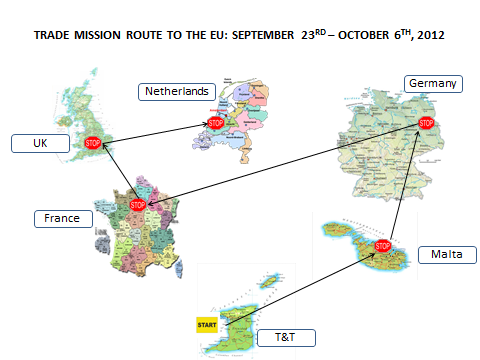
**The Trinidad & Tobago Coalition of Services Industries**

**By**

**A-Z Information Jamaica Limited**

**March 26, 2013**





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**Executive Summary**

In June 2011, A-Z Information Jamaica Limited (henceforth referred to as A-Z) was invited by the Trinidad & Tobago Coalition of Services Industries (TTCSI) to submit a proposal for the Market Access Consultant under a project called “The European Union Market Documentaries”. In July 2012, A-Z Information submitted a proposal to execute the above mentioned project and was selected; work on the project began in November 2011.

During the Period September 23 to October 5, 2012, nine (9) Professionals from Trinidad and Tobago embarked on a Trade Mission to the European Union (EU), which was proposed and coordinated by the Trinidad and Tobago Coalition of Services Industries (TTCSI) and organized by Consultants from A-Z Information Jamaica Ltd. The Mission comprised three (3) Architects; three (3) Engineers and three (3) Entertainment Industry Professionals. The five (5) EU countries visited were Malta, Germany (Berlin), France (Paris), UK (London), and The Netherlands.

The EU and CARIFORUM (which includes Trinidad and Tobago) signed an Economic Partnership Agreement (EPA) in 2008. This Agreement, amongst other things, grants special market access to Architects, Entertainers and Engineers in twenty seven (27) EU states, including the five (5) countries visited on this trade mission. It was in the context of the opportunities presented by this Agreement that the Trinidad and Tobago Coalition of Services Industries (TTCSI), an umbrella services organization in Trinidad and Tobago, made the decision to facilitate this trade mission. The main purpose of the Mission was for the Architects, Engineers and Entertainment Professionals to meet professionals like themselves with the aim of striking up strategic alliances to take advantage of the new Economic Partnership Agreement, thereby contributing to an increase in the market access and level of services exports by Architects, Engineers and Cultural Services Providers from Trinidad and Tobago.

**1.1 Background on Project**

**1.1.1 The Project Objective**

The objective of the project, as laid out in the Terms of Reference (TOR), is to contribute to an increase in the level of services exported by architects, engineers and cultural service providers within Trinidad and Tobago and other CARICOM member countries by sensitising service providers to the legal, regulatory and administrative framework for accessing and establishing a market presence in targeted European markets (United Kingdom; Netherlands; Germany; Italy; Malta and Spain).

**1.1.2 Comment on Project Objective:**

The project objective was quite realistic, however it should be noticed that in the actual execution of the project, based on discussions between the Consultants, the Mission Participants and the TTCSI there was a revision in the countries visited and countries selected for the final Mission were the United Kingdom, Netherlands, Germany, Malta and France. France was included because it was perceived that there would be some good opportunities for architects, engineers and cultural services providers. Italy and Spain were omitted because it was recognised that visiting any more than five countries in a two-week period would not lead to the desired outcomes.This objective was also met given that services providers received a firsthand sensitisation to the legal, regulatory and administrative framework for accessing and establishing a market presence in targeted European markets.

**1.1.3 Scope of Work and How Tasks Were Addressed**

The scope of work for the assignment was quite broad with the main tasks/activities of the consultancy described in the table below along with how the tasks were addressed.

| **Main Tasks/Activities Required by Terms of Reference** | **How Each Task/Activity of the Terms of Reference was Addressed** |
| --- | --- |
| Identify using among other things, desk research and consultations with professional associations, the requirements for natural persons to do business in the countries identified | This was carried out in chapter sections 4.0 to 7.0 of the report carried out by the Consultants in March 2012 entitled “Opportunities and Regulations Facing Architects, Engineers and Cultural Services Providers In the U.K, Germany, Netherlands, Spain, Italy and Malta”  The research in the above mentioned document outlined issues such as   1. The status of negotiations with respect to MRAs for architects and engineers under the EPA and noted the fact that these negotiations were still in progress and outlined what had been achieved to date 2. Opportunities for Architects and Engineers in the EU such as    1. Price related advantages - being prepared to accept lower rates than their EU counterparts through outsourcing or discounting, etc.    2. Service differentiation advantages – promoting specialized skills based on experience gained in SIDS, in the energy sector, and in more tropical climatic zones    3. Market sensitivity advantages - Greater understanding of the needs and tastes of a particular niche market e.g. Diaspora populations. 3. Opportunities for cultural services providers such as    1. Participation in European festivals based on Provisions on collaboration by the Protocol on cultural cooperation Article 3 (4) (A list of relevant music festivals was provided)    2. Joint ventures with companies in selected EU countries    3. Cultural and creative websites to sell cultural services online    4. Cultural creative packages for the Caribbean Diaspora    5. Cultural and heritage tourism. International cultural events National Independence Festival of the Creative Arts (Barbados), and the Caribbean Festival of the Arts (entire region)    6. Co-production of films, TV programs 4. The regulatory environment for practicing architecture, engineering and cultural services were outlined including:    1. Citizenship and residence requirements    2. Laws governing the profession    3. Registration requirements    4. Liability insurance requirements    5. Proof of qualifications/certification    6. Institutions with which service providers have to interface for regulations, etc.    7. Fees    8. Regulatory requirements regarding temporary entry of cultural services providers    9. Types of business entities    10. Minimum share capital    11. Tax rates    12. Visa requirements    13. Tax Treaties within CARIFORUM    14. Employment Protection and anti-discrimination   5. Softer but perhaps more binding barriers to trade   * The report noted that even though most barriers to trade are embedded in laws and other regulations as outlined above, it should be noted that not all barriers to trade in services in the EU are related to laws and administrative procedures. For example, requirements and standards from demanders/buyers may pose serious road blocks to services exporters though not legally binding. The demanders/buyers’ perception of the quality of a service is highly linked to the image and reputation of its provider. Barriers therefore exist when foreign services providers are unable to demonstrate effectively their capabilities in a market or communicate with their potential customers. These market-determined or “soft” barriers can be just as serious obstacles to cross-border trade in services as are legal barriers; however they are often not treated seriously by exporters and trade support institutions.   Due to the fact that many of these barriers to trade in services do not directly discriminate against foreign providers of services, they are often not the focus of discussions on market access, thereby leading at times to the misperception that markets for services are open. Domestic laws and regulations governing services provision are effective restrictions to service exports, as they affect the production, distribution, marketing and delivery of services. The barriers are specific for each mode of supply affecting transactions or business operations, and the providers as legal entities such as the firms or the natural persons.   * **One of the most important outcomes of the Mission** was the breaking down of these “softer barriers” because EU associations and counterparts were able to meet and discuss issues such as quality with their TT counterparts. |
| Assess the extent to which actual requirements to do business meet expectations of the simple fast track processes that are proposed by the EPA. | Under the EPA, the commitments for services include a number of tools to facilitate trade, in particular to make it easier for business travel and staff transfers. These were outlined in the report. It is not possible to assess the extent to which actual requirements to do business meet expectations of the simple fast track processes proposed by the EPA because while the EPA gives de jure market access to national markets, the actual conditions in each service activity and region depends on local specificities. However, the information gathered from the meetings with firms and officials in each country would have cast greater light on this matter. |
| Identify any important regulatory/administrative barriers or other issues, which may affect the successful entry of CARICOM service providers and the most effective approaches to their resolution (whether at the private sector to private sector or government to government level). | This was covered extensively in the document of March 2012 and some issues have been already outlined above. |
| For the participating architects, engineers and cultural service providers conduct research to determine:   1. the most attractive segments for entry (or entry points) to the targeted markets, for all four modes of services trade; and 2. key sources of information on business/export opportunities within the targeted markets | This was addressed in the March 2012 study and outlined above.  Studies carried out by the CRNM on the opportunities and regulatory environment in the EU as well as information on MRAs for architects and engineers were shared with participants. A substantial amount of information was also provided to cultural services providers including advice on how to approach the EU market.  Other information was shared with participant with respect to the EU market prior to the Mission. |
| Prepare a report on the findings of the research conducted at items (a) to (d) above, their implications for achieving the objectives of the project and recommended strategies to enhance the attainment of the objectives of the project. | The report of March 2013 met this requirement. |
| Presenting and discussing the First Interim Report to a meeting of the TTCSI, CDB and participating service providers and/or other project stakeholders. | This did not occur in a formal meeting; however the TTCSI did provide positive feedback on the report. Unfortunately due to certain timing issues, the report was completed well ahead of the final selection of participating services providers. |
| Based on the agreements reached at the meeting described above develop an appropriate scope and schedule for the trade missions. | As mentioned above, the meeting did not take place, however through numerous Skype and telephone discussions with the TTCSI, the scope and schedule for the Missions were discussed. |
| Leading the pre-mission visit to the targeted EU markets to establish the contacts, finalise logistics and other inputs that are required for the success of the mission by the nine (9) service providers | This pre-Mission was carried out by the consultants themselves (rather than as expected by persons on the ground in the EU countries) and an extensive PowerPoint Report/presentation prepared and shared with the TTCSI and the participating services providers.  This was one area that did not go according to plan because certain predecessor elements of the project took longer than expected. As a result, at the last minute it was decided that the Consultants themselves would execute the pre-Mission. |
| Liaising and assisting the participating architects, engineers and cultural service providers in developing strategies and action plans for accessing the targeted European Union (EU) markets. The action plans should include all pre-mission/preparatory and mission activities to be implemented by the service providers to ensure access to the targeted markets. | This was carried out in a one-day workshop at the TTCSI’s Offices with the Mission participants and representatives of the TTCSI. It was also followed up with a series of one-on-one meetings between the Consultant and each participant in the Mission where issues relevant to the Mission were addressed, including:   * Opportunities in the EU * Presenting themselves and their companies in a succinct concise ways * Preparation and development of promotional materials and websites * Cultural issues in the EU |
| Preparing a matrix of each step (i.e. an itinerary) to be followed by the service providers during the mission to the targeted European markets. | An itinerary was prepared for participants, which was revised during the Mission. The itinerary is included in the Appendix of the Final Report |
| Coaching/assisting the service providers with the implementation of their action plans and itineraries, including all key preparatory or pre-mission activities. | This was carried out during the workshop and one-on-one meetings at the TTCSI Offices. There were also numerous exchanges via Skype and email prior to the Mission wherein participants, the Consultants and the TTCSI shared emails on key preparatory and other activities required for the Mission. |
| Preparing a report (the Second Interim Report) on the assistance provided to prepare service providers for entering the targeted markets, the service exporters’ readiness to conduct the trade mission, and recommendations for improving the conduct of the mission and the likelihood of realizing the objectives of the assignment. | Some of these activities are covered in the Final Report while others were covered in the report on the Evaluation of the Market Readiness of proposed participants which was used to select, grade, rate and select Mission participants. A specially designed instrument was used in the process. |
| Leading and managing the mission of the service providers to the targeted EU markets including the provision of coaching/supporting the service providers based on observations of their performance, results and experiences during the mission. | The Consultants led the Mission and supported and coached the participants during the Mission. The Mission was deemed a success based on the evaluation forms completed by participants (see Final Report). |
| Preparing a draft Final Report on the conduct of the trade mission, which will among other things:   * + 1. Detail the experience of the service providers;     2. Analyze the reasons for the mission’s successes and failures;     3. Recommend actions to be taken by service providers, services coalitions, governments and/or other regional stakeholders to improve service providers’ access to European markets under the EPA. | The Draft Report was prepared by the Consultants and addressed the experience of the services providers and outlined the critical success factors. It also provided other related and relevant information.  This revised Final Report, after comments by the CDB and the TTCSI, addresses item (iii) which deals with actions to be taken by other stakeholders. |
| Finalize the draft Final Report based on TTCSI’s feedback | This report aims to finalize the Draft Report based on the feedback received. |

**1.1.4 Comments on the Scope of Work**

In retrospect, the scope of work of this assignment required much more resources and time than was expected at the outset. However, this report will show that most of the activities were executed and the objectives achieved.

**1.2 Summary of main activities carried out in the assignment**

The following activities that were carried out during this assignment can be summarized as follows:

* The project started off with Inception Meetings (mainly by Skype) between the CEO of the TTCSI and the CEO of A-Z to revisit the Technical Proposal and the TOR, and to discuss how the TTCSI and A-Z would work together over the life of the project.
* A-Z then prepared an Inception Report which captured the main points discussed in the InceptionMeeting, provided background information on the EPA, barriers to trade and opportunities in the EU, and also provided a detailed work plan showing indicative dates, activities and responsibilities.
* A-Z then carried out extensive secondary research and provided a detailed report which examined recent studies that have been conducted on the EPA and opportunities and regulations that Architects, Engineers and Cultural Services Providers from Trinidad & Tobago (TT) will encounter when penetrating the various markets in the selected EU countries. The report also examined the status of discussions on Mutual Recognition Agreements. It also provided an overview of the important general elements of the regulatory environment in the selected countries. The report also provided a description of the export readiness survey instrument prepared by the consultants and the process to be used in selecting industry participants for the main mission.
* A-Z then worked with TTCSI and the industry groups representing architects, engineers and cultural services providers to identify service providers in each industry that would be interested in participating in the Mission. Twenty services providers from the three industries completed the export readiness instrument and this was used by A-Z to assess their export readiness and select three participants from each industry.
* A-Z then worked to identify local counterparts that could assist with finding out who would be the best persons to meet during the main mission and help to organize the pre-mission and the main mission. On the ground counterparts were identified in Spain, Malta, UK, and the Netherlands. A-Z also worked with TTCSI to determine the ideal dates for the Mission which was set for September 23-October 6, 2012.
* A-Z then conducted a Pre-Mission visit to Spain, Germany, France, Netherlands and the UK between July 20 and August 8, 2012 to visit the various countries; talk to professional associations, organizations, industry leaders, representatives of the Diplomatic service, etc.; discuss issues related to timing, transportation and venues; and examine cultural factors. Certain meetings for the main mission were also tentatively arranged.
* A-Z then provided an extensive report on the pre-mission which identified opportunities and challenges in each country and made recommendations with respect to the main mission. After this it was agreed that the countries to be visited would include Malta, Germany, France, Netherlands, and the UK.
* TTCSI then convened a two-day training meeting with selected Mission participants and the film crew in TT. In this meeting the pre-Mission findings were discussed with participants, participants gave their opinions, participants started to familiarize themselves with each other, participants carried out role play exercises, and key issues relating to each EU country were discussed. One-on-one meetings were also held with participants to examine their promotional tool kits, websites, and discuss any necessary enhancements.
* A-Z worked with TTCSI to make arrangements for flights, accommodation, and other logistical factors critical to the success of the Mission.
* A-Z then worked with counterparts in the EU to set and finalize meetings and develop a Mission Agenda.
* A-Z then coordinated the Mission between September 23 and October 6, 2012.
* A-Z then developed an electronic Mission assessment instrument which was distributed to Mission Participants. The responses of Participants were compiled and analyzed. In general the assessments of all Participants were positive as indicated by the fact that they would all be prepared to repeat the experience and would all recommend such a Mission to colleagues. The findings are summarized below and presented in detail chapters 2,Appendix 2 and Appendix 3 of this report.[[1]](#footnote-2)

**1.3 Summary of the success of the Mission based on Participants feedback on the meetings**

The **objectives of the participants** with respect to this Mission were in line with the objectives for the project stated in the TOR which was:

“ To contribute to an increase in the level of services exported by architects, engineers and cultural service providers within Trinidad and Tobago and other CARICOM member countries **by sensitising service providers to the legal, regulatory and administrative framework for accessing and establishing a market presence in targeted European markets (United Kingdom; Netherlands; Germany; France; and Malta).”**

During the Mission, the sensitisation (outlined in the objectives) was achieved through meetings with associations and other institutions such as The Royal Institute of British Architects (RIBA) in London and The Netherlands-Caribbean Chamber of Commerce in The Hague

***Example of the possible success of the Mission***

From: pault@steffian.co.uk To: noelwatson@hotmail.com   
Date: Mon, 25 Mar 2013 11:16:21 +0000  
Subject: Steffian Bradley Architects – London

Morning Noel  
My name is Paul Treacy and I am a Director of Steffian Bradley Architects in London.  
   
We met with your delegation at the RIBA in London last October to discuss Opportunities in Trinidad and Tobago.  Our design team led the successful winning PPP bid for the King Edward Memorial Hospital in Bermuda which is due for completion next year.  
   
We have been advised by the UKTI on a Healthcare Design opportunity in Trinidad and Tobago - see attached. This is something SBA are interested in and we would be keen to discuss with local consultants to bid for this opportunity.  
   
Any assistance would be appreciated.  
   
Regards  
   
Paul Treacy  
Director - Steffian Bradley Architects

The deeper sensitization was achieved through the numerous face-to-face meetings that participants had with counterparts in the various EU states. In fact, the participants from the Entertainment Industry were already to some extent sensitized and wherever possible aggressively pursued business opportunities (bookings for EU festivals and carnivals for 2013). Whilst the Architects and Engineers, given the more conservative nature of their business, were more disposed to being sensitized rather than to actively trying to seal business deals during this “sensitization” Mission, they too explored the types of collaborative approaches that they could pursue with their EU counterparts.

It is therefore not a surprise that participants felt the Mission was successful because their objective of being sensitized to the legal, regulatory and administrative framework for market access in the EU was met. During the Mission, wherever possible, the Consultants encouraged the participants to aggressively pursue tying down business deals or partnership opportunities. The participants from the Entertainment Industry were more favorably disposed to this approach and arguably more successful as a result. This can be explained to some extent by factors including:

* The architects and engineers perceive their professions to be more conservative and cannot be sold like a “good” or like other services.
* Architects and Engineers tend to be more domestically focused than Entertainment Industry service providers; while architects and engineers tend to be more focused on protecting their domestic markets, the Entertainment Industry counterparts are typically focused on expanding beyond their small domestic markets.
* In this Mission, participants from the Entertainment Industry were generally more experienced in the international market and were more in the mode of “getting business” rather than “getting sensitized”.

The tables and chart below summarize the findings of the assessment of the meetings based on responses of Architects and Engineers that participated in the Mission. It can be seen that

**Success Case for Entertainment Industry Participants**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: Mon, 25 Mar 2013 06:27:15 -0700  
From: sbaptiste@questionmarkent.com  
Subject: Re: Success for Kes  
To: noelwatson@hotmail.com  
CC: deleander@yahoo.com

Hey Noel,  
  
Over the past few years we were in touch with Louis who runs the Antillean Festival in Belgium. Last year we were supposed to perform there but declined as a result of booking another gig on the same weekend.  
  
This year it worked out, and you can say it was largely in part from meeting Louis via the Trade Mission trip and deciding that it would be a good fit. It also gave Rikki an opportunity to perform as well.  
  
So yes... the Trade Mission was indeed a success for us.   
  
There were some other meetings that may also bear fruit, and soon as I know more I'll inform you as well.  
  
Glad you got to meet Kees and enjoy his music!  
  
Island vibes,  
  
Simon

**Question Mark Entertainment**

**#27 Stanmore Ave., Ground Floor**

**Newtown, Port of Spain**

**Trinidad, West Indies**

* 30 meetings were attended in the five countries
* 60% of meetings either had strong or fair prospects
* 50% of the meetings were of high in value and 27% average

**Number of Meetings and Prospects**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| Strong | 0 | 0 | 1 | 0 | 1 | **2** | **7%** |
| Fair | 1 | 6 | 3 | 3 | 3 | **16** | **53%** |
| Low | 5 | 3 | 3 | 0 | 1 | **12** | **40%** |
| Total | **6** | **9** | **7** | **3** | **5** | **30** | 100% |
| % | 20% | 30% | 23% | 10% | 17% | 100% |  |

**Number of Meetings and Value of Meetings**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| High | 1 | 3 | 5 | 3 | 3 | **15** | **50%** |
| Average | 2 | 4 | 0 | 0 | 2 | **8** | **27%** |
| Low | 3 | 2 | 2 | 0 | 0 | **7** | **23%** |
| Total | **6** | **9** | **7** | **3** | **5** | **30** | 100% |
| % | 20% | 30% | 23% | 10% | 17% | 100% |  |

On the whole the Mission can be viewed as quite a success if the ratings of Participants are used as a measure because a high percentage of the meetings were high in value and the prospects were fair or better in 60% of meetings.

The tables and chart below summarize the findings of the assessment of the Mission based on responses of Entertainment Industry Participants in the Mission. It can be seen that

* 26 meetings were attended in the five countries
* 61% of meetings either had strong or fair prospects
* 58% of the meetings were of high in value and 31% average

**Number of Meetings and Prospects**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| Strong | 1 | 2 | 2 | 0 | 5 | 10 | 38% |
| Fair | 3 | 1 | 0 | 2 | 0 | 6 | 23% |
| Low | 3 | 3 | 1 | 1 | 2 | 10 | 38% |
| Total | 7 | 6 | 3 | 3 | 7 | 26 | 100% |
| % | 27% | 23% | 12% | 12% | 27% | 100% |  |

**Number of Meetings and Value of Meetings**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| High | 4 | 3 | 2 | 1 | 5 | 15 | 58% |
| Average | 1 | 1 | 0 | 1 | 0 | 3 | 12% |
| Low | 2 | 2 | 1 | 1 | 2 | 8 | 31% |
| Total | 7 | 6 | 3 | 3 | 7 | 26 | 100% |
| % | 27% | 23% | 12% | 12% | 27% | 100% |  |

On the whole the Mission can be viewed as quite a success if the ratings of Participants are used as a measure because a high percentage of the meetings were high in value and the prospects were fair or better in 61% of meetings.

The remainder of this report isconstructed as follows:

* Chapter 2: Provides an evaluation of the success of the Mission based the feedback of the Participants and the perspectives of the Organizers
* Chapter 3: Provides recommendations based on the lessons learned during the Missionand outlines a set of activities that the Mission participants, TTCSI and Governments could engage in to further benefit from trade in services with the EU
* Appendix 1: Provides background economic, social, and cultural information on the countries visited – the Participants were provided with this before the Mission
* Appendix 2: Provides a profile of the Participants – this was sent to those with whom the Participants would meet prior to the meetings
* Appendix 3: Provides the schedule of meetings held and the participants – this guided the movements of the Participants during the Mission and provided summary information on the company they were going to meet
* Appendix 4: Provides detailed feedback of Architects and Engineers on the Mission – this is a more detailed account of the perspectives of these Participants and provides more general perspectives on the Mission
* Appendix 5: Provides detailed feedback of Cultural services/Entertainment providers on the Mission (same as above for Architects and Engineers)
* Appendix 6: Provides the Mission Evaluation Questionnaire: Architects and Engineers – this instrument was used to generate the information provided by these Participants and was dispatched and completed electronically
* Appendix 7: Provides the Mission Evaluation Questionnaire: Entertainment Professionals(same as above for Architects and Engineers)
* Appendix 8: Provides details on flights from the start to the end of the Mission – this will be useful for persons considering a similar Mission
* Appendix 9: Provides information on accommodation in all of the countries visited – hotels were usually selected in central areas with a maximum daily rate of US$200 (which is not always readily available in cities such as Paris and London)
* Appendix10: Provides an outline of the Mission ground rules – these were provided prior to departure
* Appendix 11: Provides other relevant and miscellaneous information

It should be noted that after this report, a Manual/Toolkit will be prepared to help to further guide organizations and services providers interested in accessing EU markets.

**2.0 Assessing the Success of the Mission**

**2.1 Perspectives of Architects and Engineers (and Organizers)**

This section of the report assesses the success of the Mission based on the analysis of a detailed Questionnaire prepared by A-Z Information and completed by the Participants after they returned from the Mission (the Questionnaire is included in the Appendix). The Questionnaire was administered and completed electronically. All Architects and Engineers that participated in the Mission took the time to complete the Mission Assessment Questionnaire in its entirety with well thought out responses. Some Participants commented on the usefulness of the exercise in that the level of detail and the structure enabled them to reflect systematically on the Mission.

Amongst other things, the Participants were asked to evaluate each meeting, from their responses, the value of each meeting and the prospects of future opportunities were rated. The following box indicates the criteria used to evaluate the value of meetings and the strength of the prospects.

**Criteria for evaluation of Meetings**

The meetings attended by the Mission were rated based on the following two criteria:

**1. Value of meeting: Based on Participants evaluations**

* Very High: Met with Key person and excellent opportunities were created
* High: Met with Key person and good /fair opportunities were created
* Average: Met with Senior person, meeting was interesting but minimal opportunities
* Low: Met with Senior person or junior person and meeting was a waste of time

1. **Overall Prospects: Based on Averaging Participants' Responses**

* Strong: All or a majority of Participants feel prospects are good
* Fair: All or a majority of Participants feel there are “possible prospects”
* Low: All or a majority of Participants feel there is ‘Little or no prospect”

The following analysis presents the findings on a country by country basis and at the end there is an overall summary of the findings.

**Malta**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| *Sep. 24* | * Blokrete Company Ltd - Construction * One of the leading companies in the construction business in Malta * Met CEO, Joseph Fenech & Company Architect, Daniel Portelli | * If we are looking at designing a project in Malta they would be a good resource for construction knowledge * Blokrete meeting gave some insight into types of construction contracts used - such as FIDIC which we have in TT. Interesting to see the products - although blocks are not economical for export. * Not specifically a business to business opportunity. Interest is more in how Blokrete has attempted to make their operations more sustainable and environmentally friendly, and the innovation in terms of variety in the design of the blocks. | Average | Low |
| *Sep. 24* | * QPM Limited - the largest Project, Construction and Cost Management firm in Malta. * Met with the CEO, David Xuereb and Architect, Mr. Ivan Cachia | * This organization's scope of services is aligned with our company. Collaboration in international projects of similar scope may be possible. Interaction with their personnel revealed a desire to remain in contact for this purpose. They are actively exporting to other regions (EU and Africa) and do hire architectural firms. We may have a stronger possibility of working with them in future. * Projects of a suitable nature and size within the Caribbean region * This organisation has responded well to the business challenges in terms of its organisation which was useful to see. | High | Fair-strong |
| *Sep. 24* | * Grech & Ebejer Architects and Civil Engineers Studio with Architect, Mr. Joseph Cassar | * If they happen to be exporting their work to other territories they may consider contacting us * If those territories happen to require the skills we possess in designing for tropical climates with earthquakes and/or hurricanes. * It did not strike me that either of them were so inclined * This meeting was less about business opportunity than letting the local architectural board know about our visit. They were very friendly and helpful about explaining the role of the architect in Malta - and provided us with some information on their registration Act and the context they are working in. | Low-average | Low |
| *Sep. 24* | * Maltese Engineer, Mr. Frederick Azzopardi | * Was not relevant for us concerning opportunities for business or for useful information on practice | Low | Low |
| *Sep. 25* | * Mr. George Portelli | * Our scope of services did not align. * No opportunities were identified - although it was interesting to see the plant. * None | Low | Low |
| *Sep.25* | * Malta Freeport at Kalafrana with Architect, Mr. Joe Bugeja and an Engineer | * Interesting visit with the possibility of gaining expertise from their port development knowledge. * No opportunity as such - it would be a good idea for the port of POS to see how the Freeport in Malta worked - it is incredibly efficient and it would definitely be worth considering partnering with them if a new port was to be designed in POS. * None | Low-average | Low |

**Summary for Malta**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in Malta | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **6** | **0** | **1** (17%) | **5** (83%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | **1**  (17%) | **2**  (33%) | **3** (50%) |

**Organizer’s Comments – Malta**

The Participants seemed to view the value of meetings in Malta much higher than the prospects. The meeting at QPM was viewed as one of the best meetings and stronger prospects overall by Participants and follow-up by Participants is required in order to materialize any future benefits.

The benefits were often seen in terms of learning about the culture of the country, the type of work potential partners were doing, and the types of technology they were using and letting possible counterparts know that the standards in Trinidad & Tobago were no different.

The Reception on the last evening presented the Participants with the opportunity to meet counterparts from their industries as well as from other industries and was well coordinated by the on-the-ground support to ensure that they engaged the appropriate persons.

Key success factors and indicators in Malta included:

* The quality of the on-the-ground support - this contact is very valuable to anyone in any business wishing to enter Malta
* The quality of the Participants from TT
* The Professionalism and dynamism shown by the TTCSI
* The opportunity to meet with high level persons including an EU Commissioner.

**Berlin, Germany**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Sep. 26* | * Mr. Oliver Parche (Head North and Latin American Departments) and Dr. Mark Heinzel ( International Economic Affairs Advisor for Development Cooperation) | * An introduction of profile was given and the opportunity to present orally with this audience could lead to future liaising with similar organizations. If they actively look for business partners to match us up with, this could be a useful contact. From what we learned however, German architectural companies hardly export their services and as such we would be better off looking for German developers looking at projects in the Caribbean or Africa. * These gentlemen were very forthcoming about introducing Caribbean businesses to the large number of German firms who form their membership | Average | Fair-strong |
| *Sep. 26* | * Dr. Chris Dettmering (Consultant/Advisory Services Expert) and Mr. Hanns Martin (Lawyer) | * These gentlemen were either not briefed properly or it was a mis-match as they did not come with any leads about possible business opportunities for architects from T&T or for the other sectors represented on the mission. Also the format was one where the team mission members were tired and eating dinner - and we couldn’t too easily hear what was being said and the meeting was not chaired as such. | Low | Low |
| *Sep. 27* | * Designyougo - Architects and Designers with Mr. Mathis Malchow | * Architect/Engineer collaborations are possible as they are a new firm but with solid international experience (Foster & Partners UK), so I believe that they are likely to grow as the German economy is doing better than other EU economies. The fact that they were willing to meet us shows their interest in possible future collaborations in other parts of the world, so it would be useful to maintain contact. * This is a young firm - looking for projects anywhere they can find them. I would say they were like-minded and that if there were opportunities to partner with them in the future we would do so | Average | Fair |
| *Sep. 27* | * Reuter Schoger Architekten Innenarchitekten with Mr. Reuter | * Architect/Engineer collaborations are possible however their in house Engineers may be preferred to external consultants. They had not considered exporting their work before so- seemed interested in the idea of collaborating. * Their links with hotel developers may be useful if they can find one interested in the Caribbean and we are invited to partner with them. * Their design work does seem particularly minimalist in its approach so I wonder if hotel developers will find their range broad enough. * This firm has a lot of specialist hotel work in Berlin and seemed a very professional | Average | Low |
| *Sep. 27* | * Mr. Peter Wenz,, Tectur * Tectur is a small Architectural firm operating in a building with several other Architectural and Engineering firms | * No person with a decision making capacity was available. The firm does not do very interesting work and the person we met did not describe any possible scenario where we could either partner or offer our services. * The meeting was a bit like being a 16 year old interested in possibly doing architecture being shown round an architect’s office. * It was apparent that many small firms in Berlin are kept busy in work because their Clients must use them to ensure that renovations/projects etc. conform to all Building Codes, where compliance is taken very seriously. | Low | Low |
| *Sep. 28* | * Mr. Kaup (Chairman BDA LV Berlin). The BDA LV Berlin is a professional association of elite freelance architects and urban planners and focuses on encouraging architecture that is socially responsible and in harmony with the other arts. | * Possible involvement with the equivalent Engineering Association sharing ideas with the TTIA * Mr. Kaup was extremely well informed and direct. The BDA could be a model for TTIA in that it is small but manages to hold exhibitions and programs, publications etc. He made it clear that architects in Germany are considered far less as business people than being central to the requirement for carefully planned cities, towns, buildings and public spaces which are essential to the well- being of society. He talked about education being a key component for a greater appreciation of design and the built. | High | Fair |
| *Sep. 28* | * Magma Architecture with Ms. Lena Kleinheinz. Magma architecture - founded in 2003 by Martin Ostermann and Lena Kleinheinz - is an award-winning, multidisciplinary practice operating at the interface between architecture, design and communication. | * Possible Architect/Engineer collaborations * They were dynamic and work outside typical German limitations and could be a useful partner if a project was in our part of the world. They did seem a bit over-confident and highhanded though, so the collaboration may be one sided. * They could also be a useful partner for more avant garde work. | High | Fair |
| *Sep. 28* | * Mr. Frank Kellenbach - Specialist for the international construction market to address issues relating to the prospects for the European construction industry to work in the Caribbean and how the difficulties in accessing the Caribbean market can be overcome. | * Useful understanding of German Construction industry focus on Russian markets * Potential for other construction companies in Caribbean, but to me this is not a priority as far as I can see as we have enough international competition and influence at the moment. * Typically the contractor/construction sector is more business oriented than the professional/'consultant' sector - and so Mr. Kellenbach was open to any exchange which could facilitate more business for German industry possibly partnering with T&T. | Average | Fair |
| *Sep. 28* | * Mr. Kauschke of AKP Architekten Kauschke. AKP Architekten Kauschke which was founded in 1991 in Berlin and offers complete conceptual, substantive, financial and technical architect, general contractor, engineering and town planning services from design to approval and implementation planning for tendering, contracting, construction management, billing and key delivery and support for real estate analysis, buying behaviour and financing. | * Friendly and had a useful idea of the "project planner" that could apply in Caribbean to help architects regain control of building projects over project managers * Mr. Kausche presented himself as being an experienced architect with international exposure, he was articulate and more open about himself. If the opportunity arose - he would make a good choice as a partner. He came to meet us more out of curiosity and to see what business opportunities there might be for him outside of Germany. * Mr Kauschke seemed to have interest in an international experience. Good conversation on practices | High | Fair |

**Summary for Germany**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in Germany | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **9** | **0** | **6** (67%) | **3** (33%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | **3**  (33%) | **4** (45%) | **2** (22%) |

**Organizer’s Comments - Germany**

On the whole, the Mission to Berlin was a success and a positive experience for the Participants. As reflected in their evaluation, the Participants had some good meetings and have identified some good prospects. This was rewarding for the Organizers because they were concerned about the likely success in Germany given the late decision to include Germany in the Mission and the well-known German culture of not agreeing to meetings without at least one month’s notice. In addition the Organizers were unable to secure dedicated on-the-ground support. The critical success factors and success indicators included:

* The meeting on the first day with the Chamber was very informative and with very influential persons from a powerful organization. If the involvement of this organization was secured earlier, the success rate in Germany could have been even higher because of its scope and contact base. Unfortunately, there are over 80 Chambers in Germany and the Organizers naturally thought greater success would be gained by engaging the numerous Chambers that are connected to the Engineering and Architectural industries; however in most cases they turned out to be unhelpful.
* The assistance of the Jamaican Embassy in Berlin turned out to be vital in arranging some of the better meetings held in Berlin. The Embassy was able to use its greater influence to arrange meetings with important persons and individuals at very short notice.
* The persistent telemarketing efforts from A-Z Information whose personnel combed Directories and started work at 2:00 am local time in order to make calls to Germany to secure meetings.
* Contacts made in the pre-Mission which could be built upon in the main Mission.

The prospects in Germany could be quite great if the Participants follow-up on their initial meetings and given the fact that there is a chronic shortage of engineers in Germany.

**Paris, France**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Oct. 1* | * Paris Rive Gauche, which is a major urban planning project in the city of Paris. | * A collaboration to propose a major urban re-planning of capital Caribbean towns/cities is possible. No business opportunities as such - but an extremely interesting presentation of a major urban renewal programme with massive investment from the government to kick start what should actually make a profit for the city in the end. Just showed what determined central and powerful government can do to bring about change in brown field sites which provides better resources, more housing and business in the City. * Interesting project and tour. * No business to business opportunities. | High | Low |
| *Oct. 1* | * AFEX Offices, Paris - Partners with Conseil National de L'Ordre des Architects | * AFEX is an organisation which assists French architects to export their services - and so had some useful advice in terms of what they do to promote French architects abroad (mostly China, India and Middle East) as well as providing support and advice about working in foreign countries - contracts, law, possible pitfalls etc. * The AFEX register of architects is useful as it shows which architects are interested in working overseas. | Average | Low |
| *Oct. 1* | * Valode and Pistre - an International Architectural design firm with expertise in the fields of urban design, interior design and engineering services. | * Possible Architect/Engineer collaborations, however they also have in house Engineering Consultants which may be preferred. * They are the largest multi-disciplinary firm in France and work internationally. They seem willing to partner should the right project come up, but were more showing off their prowess. * This firm is large enough to be doing projects all over the world and so one could imagine them participating in large competitions and requiring local architects' collaboration. They emphasized their collaborative approach whilst also selling their firm's credentials. | High | Fair |
| *Oct. 1* | * VINCI Construction - the leading French building and civil engineering company and has done work in Trinidad and Tobago, Jamaica and the Dominican Republic. | * Vinci Construction has a large international division and already has a presence in Trinidad. They did express a desire and a need to collaborate with local engineers in the countries where they have projects. | High | Fair |
| *Oct. 1* | * Ingerop Engineering - a multi-disciplinary technical engineering company. | * Ingerop similarly has done work in Trinidad and expressed a keen desire to work with Engineers in Trinidad and the region. | High | Strong |
| *Oct. 1* | * Atelier Christian de Portzamparc. Christian de Portzamparc created his agency in 1980 and today it is a cohesive team of 90 people with offices in New York and Rio de Janeiro. | * Despite his international recognition, he seemed very down to earth and willing to explore a relationship. Definitely worth pursuing. Was very interesting to meet members of Christian De Portzamparc's studio. I suspect they met with us because they have worked with Bouyges and Vinci elsewhere and thought that would give them a foot in the door for possible projects here in the region. Again they stressed their collaborative approach and showed us some of their most recent projects including a large music centre in Rio de Janeiro. * They have never had projects in the Caribbean. * Good conversation... | High | Fair |
| *Oct. 1* | * Chambre de L'Ingenierie et du Conseil de France (CICF) with Delegue Generale, Mr. Xavier Roiret and Ms. Sylvie Raspillere Deleguee Intersyndicale and later on, Mr. Dominique Sutra Del Galy who is the President of the CICF. | * The Institution was very involved in the education of engineers. We attended the dinner and spoke about fees, practice etc. * They were direct and pleasant but not so much directed to business opportunities for architects. | Average | Low |

**Summary for France**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in France | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **7** | **1** (14%) | **3**  (43%) | **3** (43%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | **5** (71%) | **0** | **2** (29%) |

**Organizer’s Comments - France**

France turned out to be a resounding success and a remarkable amount of progress was made in a relatively short visit which involved only one business day. However, the quality and composition of meetings were very high in that some of the leading firms in the industry were met by Participants and often the very top representatives and partners were present. This was very comforting for the organizers because the reputation of the French might have suggested that they would have been less friendly and less welcoming. The critical success factors were:

* The support of the Trinidad and Tobago Consul in Paris who operates on behalf of the Trinidad and Tobago Embassy in Belgium, which has responsibility for France and The Netherlands, who was able to use his Diplomatic designation and his excellent contact base to arrange meetings that would otherwise have been near impossible to arrange.
* The involvement of the Trinidad and Tobago Ambassador to Brussels who has responsibility for France and The Netherlands who provided her support where required.
* Contacts made in the pre-Mission which could be built upon in the main Mission, especially with the Chambre de L'Ingenierie et du Conseil de France (CICF), which held a special meeting at their offices followed by a dinner with the entire team. During the meeting they were very open and frank about opportunities and could be a very useful ally going forward.
* The quality of the Participants from TT
* The Professionalism and dynamism shown by the TTCSI.

Another factor that made the visit to Paris special is that the Participants were able to use the weekend to look around and get a first-hand experience of the culture and architecture. This is important because Paris sets the standards by which many other cities are judged.

**London, U.K.**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Oct. 2* | * B2B Meetings at RIBA on Tuesday 2nd October from 11:30 PM - 2:00 PM including Burrell Architects and Steffian Bradley Architects[[2]](#footnote-3) | * We met with developers and Architects who expressed an interest in collaboration. * T&T has strong ties with UK firms, so we could build on this affinity if not with these actual firms with the network of firms in UK * Good prospect came from meeting someone involved in financing who is doing a project in Antigua and said they would be interested in following up with my firm. We will be pursuing this lead. Otherwise the group was a very mixed bag in terms of their interests and skill sets. * The architects - BA - did not demonstrate any particular skill sets which I don't already have access to. | High | Fair |
| *Oct. 2* | * BDP London office - BDP is a major international, interdisciplinary practice for Architects, Designers, Engineers and Urbanists. | * BDP is a large organisation who is keen to penetrate the Americas market. Successful collaborations are considered essential to achieving this goal. * Friendly meeting. Impressive and successful multidisciplinary practice. BDP has more prospects in Russian and China, but the Caribbean or Africa is not out of their capability | High | Fair |
| *Oct. 3* | * Building Research Establishment (BRE) in Watford. * BRE is an independent and impartial, research-based consultancy, testing and training organisation, offering expertise in every aspect of the built environment and associated industries. BRE helps government, industry and business to meet the challenges of our built environment. Today's need to combat climate change, and the significant economic and social issues we now face, are no exceptions. | * BRE was keen to make ties with Trinidad and the region in order to develop innovation parks and codes of practice for sustainable development. * Useful seeing examples of green design. * Possible linkages with the TT Green Building Council setting up a similar Facility within the Caribbean. We could see very good & exciting prospects for developing links for businesses in T&T for products and product research more than business although still a very interesting and informative visit. The relationships will be cultivated - which should provide better and more innovative products to the Caribbean | High | Fair |

**Summary for The U.K.**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in The U.K. | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **3** | **0** | **3** (100%) | **0** |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | **3** (100%) | **0** | **0** |

**Organizer’s Comments - The U.K.**

The number of meetings in the UK does not correspond with the number of players met. At the all morning B2B meeting that took place at the Royal Institute of British Architects (RIBA), there were over 25 participants from the UK who all showed interest in collaborative initiatives with Caribbean counterparts. The meeting included round table encounters with engineers, architects, developers, surveyors, contractors and financiers from the UK and a lot of interest was generated. Several persons from the UK contingent spoke directly to the Organizers and expressed a desire to work with the Participants. The meeting could have been improved had the Organizers recognized that so many persons would have responded to the invitation however, there is no doubt that the Participants were exposed to a broad cross-section of UK professionals including several from the Caribbean Diaspora.

The other two meetings/experiences were rated very positively by Participants. BDP is a large multi-disciplinary outfit that offers opportunities for collaboration with Caribbean architects and engineers to do work in the Caribbean and 3rd countries. The meeting/tour at BRE was seemingly very excellent because all Participants returned quite edified. Not only were the Participants escorted by Engineers and others from the Construction industry, they were exposed to several new technologies that could be incorporated into their own work in the Caribbean. Once again it is for the Participants, with the support of the TTCSI, to follow up on the opportunities.

The successful organization of meeting in the UK was made possible by factors including:

* The contacts made in the pre-Mission – especially the involvement of RIBA, which not only assisted in the outreach to their members but provided a venue for the meetings and the Reception. This is a valuable contact that the architects ought to pursue vigorously.
* The Organizer’s network in the UK
* The quality of the Participants from TT
* The assistance of the TT High Commission in the UK
* The assistance of the Jamaica High Commission in the UK
* The assistance of JAMPRO and Victoria Mutual Building Society in the UK

**The Netherlands**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Oct. 4* | * Witteveen + Bos (Engineering) * Witteveen+Bos is a leading engineering and consultancy firm in the Netherlands that provides services in the water, infrastructure, spatial development, environment and construction sectors. * Their multidisciplinary approach to projects is the distinctive feature of the way they work. Their clients are public bodies, private sector companies, industries and different types of joint ventures. | * The company has specialised in Water and Wastewater management which is a key social goal being contemplated by many Caribbean Governments. * This firm could partner with a local engineering firm for large infrastructure projects in T& T. Typically architects are not involved in these kinds of projects - except for smaller buildings. Of course if the opportunity arose we would be interested. * Good conversation... as evidenced by portfolio, strong interest in expanded international practice. In the short term potential opportunities to collaborate are a far-fetched idea | High | Fair |
| *Oct. 4* | * Grontmij (Engineering) - Grontmij is the third largest engineering consultancy firm in Europe with nearly 9000 Professionals. | * This company specializes in transportation systems which may again be contemplated by regional governments. * This firm could partner with a local engineering firm for large infrastructure projects in T& T. Typically architects are not involved in these kinds of projects - except for smaller buildings. * Of course if the opportunity arose we would be interested. Good conversation. As evidenced by portfolio, strong interest in expanded international practice. In the short term potential opportunities to collaborate are a far-fetched idea, but optimistically speaking, maintaining contact may reveal opportunities. | Average | Fair |
| *Oct. 4* | * Amoksi Architectuurs ) - Amoksi Architects focuses on bringing architectural design solutions to complex urban situations and is strong in the growth projects in the Netherlands, Belgium and Suriname. | * He is familiar with working in our environment and I could see future collaborations * Paul Amoksi's Surinamese background and Dutch training and experience make him a possible partner for projects in Suriname - we would definitely stay in touch and look to Suriname more than we might otherwise have done for possible projects there. * Excellent conversation. Mr Amoksi was born in Suriname and has a sustained interest in the development of Suriname. The personalities were compatible among all the architects present. There may be opportunities to work together on projects in Suriname in the medium to long term. | Very High | Strong |
| *Oct. 4* | * Roeleveld-Sikkes Architects with Mr. Jannis Cappon - Roeleveld-Sikkes Architects is an all-round, broad-based, internationally operating architectural firm with offices in The Hague and Budapest. | * This Architectural firm did express some interest in collaboration but stated it was difficult for them to partner with non-Euro firms. * Their interest grew after meeting us. They use the same software as my firm. This firm demonstrated competencies in a wide range of building types - although their export is largely focused on Eastern Europe. Again they would be a partner for possible projects in places such as Curacao and Suriname. Their CAD system is the same as ours which would be a benefit for communication/work. * Good conversation. | Average | Fair |
| *Oct. 5* | * The Urban Development Division of the City of Rotterdam. | * This was educational but not likely to involve any business collaboration. * Useful information on urban development policies and plans in Rotterdam * Not business opportunities as such - but an extremely interesting presentation of the urban master planning project for the centre of the City of Rotterdam initiated several years ago and looking to 2030. Demonstrated the capacity and skills of the Rotterdam urban planning department, how they approach the development of the city and public spaces and how information is conveyed to the public. | High | Low |

**Summary for The Netherlands**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in The Netherlands | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **5** | **1** (20%) | **3** (60%) | **1**  (20%) |
| # of **High** Value Meetings | # of **Average** Value Meetings | # of **Low** Value Meetings |
|  | **3** (60%) | **2** (40%) | 0 |

**Organizer’s Comments**

The visit to the Netherland’s was also successful. At the meeting in the Hague the Participants were able to meet some serious and very accomplished counterparts that were very interested in strategic partnerships for reasons including the fact that they had worked in the Caribbean before and could like to continue and the fact that they were from the Caribbean Diaspora (from Suriname).

The meetings in The Hague were well organized and were attended by the TT Ambassador to Belgium with responsibility for The Netherlands. The Netherlands-Caribbean Chamber of Commerce provided excellent on-the-ground organizational and logistical support and expressed a strong interest in a strategic alliance with the TTCSI. The meeting with the firm Roeleveld-Sikkes Architects was particularly interesting as from being initially reluctant to have a meeting (because they could not understand the purpose) asked “where do we go from here” at the end of the meeting and subsequent to the meeting sent email or LinkedIn messages to several of the Participants in the meeting (including the Organizer)

Participants were extremely satisfied with the tour of Rotterdam provided by a knowledgeable architect. This meeting occupied most of the second day and provided many valuable insights, which the Participants discussed long after the end of the experience.

The Organizers feel there are great possibilities in The Netherlands if the Participants are willing to follow-up. It is a clear situation of “out of sight is out of mind” so the Participants must now determine if they are serious about exporting to the EU and follow-up with the excellent discussions and contacts they made.

A key success factor in the Netherlands, as elsewhere, was the quality of the Participants. The Netherlands counterparts were impressed with the qualifications, experience and knowledge of the Participants. Other success factors and indicators included:

* The on-the-ground support from the Netherlands-Caribbean Chamber of Commerce
* The input of the TT Ambassador
* The pre-Mission contacts made by the Organizers
* The quality of the persons and organizations with which meetings were held.

**Summary of Findings**

The tables below summarize the findings of the assessment of the Mission based on responses of Architects and Engineers that participated in the Mission. It can be seen that

* 30 meetings were attended in the five countries
* 60% of meetings either had strong or fair prospects
* 50% of the meetings were of high in value and 27% average

**Number of Meetings and Prospects**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| Strong | 0 | 0 | 1 | 0 | 1 | **2** | **7%** |
| Fair | 1 | 6 | 3 | 3 | 3 | **16** | **53%** |
| Low | 5 | 3 | 3 | 0 | 1 | **12** | **40%** |
| Total | **6** | **9** | **7** | **3** | **5** | **30** | 100% |
| % | 20% | 30% | 23% | 10% | 17% | 100% |  |

**Number of Meetings and Value of Meetings**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| High | 1 | 3 | 5 | 3 | 3 | **15** | **50%** |
| Average | 2 | 4 | 0 | 0 | 2 | **8** | **27%** |
| Low | 3 | 2 | 2 | 0 | 0 | **7** | **23%** |
| Total | **6** | **9** | **7** | **3** | **5** | **30** | 100% |
| % | 20% | 30% | 23% | 10% | 17% | 100% |  |

On the whole, the Mission can be viewed as quite a success if the ratings of Participants are used as a measure because a high percentage of the meetings were high in value and the prospects were fair or better in 60% of meetings.

The Organizers also feel that there were some very good meetings and some very good prospects. It is interesting that in some cases the Organizers assessed the value of meetings somewhat differently to the Participants, for example the large B2B in London was seen as one of the best meetings by the Organizers both in terms of value and prospects, however the Participants were not unanimous in their assessment of the quality of the meeting and did not view the prospects as very strong. Similarly, the Organizers felt the meeting with the Chambre de L'Ingenierie in France was an excellent meeting in terms of value and prospects given the quality of the information prospects and the influence of the persons met, however, Participants were less enthusiastic in their evaluation. This may in some part reflect the fact that the Organizers recognized the difficulty of organizing such large group meetings and are relieved when such meetings actually work out well while the perspective of Participants is more focussed on other considerations. However, on the whole both the Participants and the Organizers were satisfied in the outcomes. The Organizers recognize that there was scope to organize such a Mission better in the future by simply starting the planning and preparatory process earlier or postponing the setting of the Mission date until after more provisions are in place.

However, given the timeframes, approvals, commitments and schedules that had to be met and coordinated, the Organizers were very satisfied with the outcome. However, it is the perspective of the Participants that are most important. Nevertheless, the ultimate success of the Mission is the amount of real business opportunities that are developed from the Mission and this will depend on the level and quality of follow-up by Participants. High quality follow-up involves the following types of activities by Participants:

* Calling the Prospect from the EU (email them or Skype them if you do not have the phone number) – remember the phone call sends across a stronger message and probably indicates a greater level of seriousness
* Greeting them and reminding them of who you are and the discussions in which you engaged during the Mission and what has happened since
* Asking them about the market in their country and updating them on the Caribbean situation (it is important to have an interactive discussion with you doing your fair share of listening)
* Informing them of any opportunities that you may have seen in the Caribbean or Third countries and let them know you are actively looking for opportunities and if you see anything you will see it as a priority to contact them
* Asking them if they have seen any opportunities in the EU or Third countries on which there could be collaboration
* Letting them know that they are welcome to visit TT (the Caribbean) at any time and you would definitely take pleasure in showing them around
* Exchanging your contact details once again
* Following up the discussion with an email
* Sending them your monthly/quarterly/annual newsletter
* Emailing information on opportunities that you come across.

**2.2 Perspectives of Entertainment Professionals on Success of Mission**

This section of the report assesses the success of the Mission based on the analysis of a detailed Questionnaire prepared by A-Z Information and completed by the Participants after they returned from the Mission (the Questionnaire is included in the Appendix). The Questionnaire was administered and completed electronically. All Entertainment Industry Participants in the Mission took the time to complete the Mission Assessment Questionnaire in its entirety with well thought out responses. Some Participants commented on the usefulness of the exercise in that the level of detail and the structure enabled them to reflect systematically on the Mission.

Amongst other things, the Participants were asked to evaluate each meeting, from their responses, the value of each meeting and the prospects of future opportunities were rated. The following box indicates the criteria used to evaluate the value of meetings and the strength of the prospects.

Criteria for evaluation

The meetings attended by the Mission were rated based on the following two criteria:

1. Value of meeting: Based on Participants evaluations

* Very High: Met with Key person and excellent opportunities were created
* High: Met with Key person and good /fair opportunities were created
* Average: Met with Senior person, meeting was interesting but minimal opportunities
* Low: Met with Senior person or junior person and meeting was a waste of time

1. Overall Prospects: Based on Averaging Participants' Responses

* Strong: All or a majority of Participants feel prospects are good
* Fair: All or a majority of Participants feel there are “possible prospects”
* Low: All or a majority of Participants feel there is ‘Little or no prospect”

The following analysis presents the findings on a country by country basis and at the end there is an overall summary of the findings.

**Malta**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Sep. 24* | * Nng Promotions Ltd * Organizers of mega concerts for international artistes * Met Dr Nigel Camilleri, Director | * Potential for touring territory * Being one of the biggest promoters of music in Malta affords him the privilege to access avenues for promoting new ideas and events with relative ease to a crowd that knows him for great events * Creating an opportunity to specifically network with promoters in Malta, and perhaps work together to identify and build a possible Caribbean Festival there. | Very High | Fair |
| *Sep. 24* | * Malta Film Commission * Met Film Commissioner Peter Busuttil and Manager of Presentation | * A good contact. * Peter is a wealth of information and possibilities. He wears so many caps and knows so many people in Malta that he is easily the best person to provide the who’s who and what’s what in Malta and also be able to put artistes on stage in some already existing festivals * Opportunities in the area of making music videos as well as participating in their street festival next year. | Very High | Strong |
| *Sep. 24* | * Media Link Communications Ltd * Hosted by DJ on Radio 101 live music program | * Opportunity created through follow up conversation with radio personnel. Music in rotation * Doing an interview on a radio station that does not play World Music is a bit of a challenge but any exposure is good but that being said it is difficult to assess the benefit of a one-time play of a song on a foreign station * Received radio airplay in Malta. | Very High | Fair |
| *Sep. 25* | * Centre for Arts in Valletta * Met Mr. Michael Fenech, Chairman of the Centre | * Sightseeing trip * None * He's a bright gentleman and a good contact, but only time will tell | Low-Average | Low |
| *Sep. 25* | * Manoel Theatre in Valletta * Met Mr. Michael Mangion, PR and Marketing Manager of the Centre | * None * None * A small but possible window for steel band orchestras to play at the Manoel Theatre | Low-Average | Low |
| *Sep. 25* | * TV Station * Had a TV Interview | * If artistes are not interviewed properly and their music not aired for the viewing public then it is really not making much sense – a clip on the evening news talking about the Mission for a few seconds does not provide a specific opportunity * None whatsoever. It seemed like we were simply a novelty to be covered | Low-Average | Low |
| *Sep. 25* | * Radio Interview * Music of Kes the Band was played | * Great idea for promotion where artistes and music get time for interviews and music to be aired. This can lead to interest from the public and also lead to increase in airplay by the station if their listeners love what they hear and request it often * Possible prospects exist via linking with a popular reggae DJ that broadcasts on the network | Very high | Fair |

**Summary for Malta**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in Malta | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **7** | 1 (14%) | 3 (42%) | 3 (42%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | 4 (57%) | 1 (14%) | 2 (29%) |

**Organizer’s Comments - Malta**

On the whole, the Mission to Malta was a success and a positive experience for the Participants and their Maltese counterparts. As reflected in their evaluation, the Participants had some good meetings and have identified some good prospects. Critical success factors and success indicators included:

* The fact that the on-the-ground organizing team comprised prominent well known lawyers with a certain amount of influence they were able to use this to arrange B2B meetings as well as business to organization meetings with high level people . They were even able to arrange some meetings at short notice during the Mission period itself.
* The on-the-ground team was willing to listen and respond to the requests of the Participants and organizers.
* The dinner on the first night allowed the Participants to meet with industry players as well as a European Community Commissioner with whom an interview was conducted and pictures taken with the CEO of the TTCSI.
* The B2B reception held on the last night was very good and allowed the participants to network with persons that they had not previously met as well as some of those they had previously met.
* The accommodation and transportation options were well organized.
* Meetings were arranged so that Participants had an opportunity to view architecture and cultural aspects of Malta.

**Berlin, Germany**

| Date | Company/Organisation and Specialty | Comments by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Sep. 27* | * Henk Sievert of Carnival Fever Entertainment * Mr. Sievert knows the whole music scene in Berlin well. | * Touring opportunities * Exploring working options for KES to perform in Berlin for next year's Carnival celebrations. | High | Strong |
| *Sep.27* | * Detlef Diederichsen * Head of Music and Performing Arts, Bereichsleiter Musik, Tanz, Theater. | * This was a good meeting. * Possibilities of definite performance in Berlin judging from the talks… Mr. Diederichsen is really enthusiastic about having music from Trinidad in his festival especially chutney soca which he says he has been eyeing for a while * Will not know entirely until next year, as decisions have not been made re: acts for their festivals. | High | Fair |
| *Sep. 27* | * Ms. Brigitta Gabrin of Radio multicult | * Opportunity perhaps to create a syndicated radio programme, but that takes time, money and resources. | Low | Low |
| *Sep. 27* | * Tommy Dollar and Spider from Caribbean Invasion and City Lock Events Invasion and City Lock Events | * These are good men on the ground who are willing to help promote the culture * Opportunity to participate in the Berlin Carnival in 2013 and surrounding tours of other European cities. | Very High | Strong |
| *Sep. 28* | * Dennis St Louis of the Caribbean German Chamber of Commerce. | * Dennis knows the Berlin scene and can be a useful ally in acquiring facts and information for future use as it relates to the music scene | Average | Low |
| *Sep. 28* | * Daniel Best (owner of club in Berlin) | * No opportunities envisioned. | Low | Low |

**Summary for Berlin, Germany**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in Germany | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **6** | 2 (33%) | 1 (17%) | 3 (50%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | 3 (50%) | 1 (17%) | 2 (33%) |

**Organizer’s Comments – Berlin, Germany**

On the whole the Mission to Berlin was relatively successful for the Participants with a 50% fair to strong prospects rating. The organizers were very concerned about Germany beforehand because the final decision to go to Berlin was made late in the planning process and there was no dedicated on-the-ground support. However, through the support of important contacts and a heavy telemarketing campaign, meetings were arranged. The Participants had some good meetings with decent prospects. There were a few meetings with little or no prospects. Some of the critical success factors included:

* The fact that the Participants were able to meet a few persons who were Organisers of major festivals in Berlin.
* Good support from the Trinidad and Tobago High Commission in London and the Jamaican Embassy in Berlin which both assisted in arranging meetings with key persons in Berlin.
* The fact that most Germans speak good English
* The hotel was quite centrally located which facilitated ease of movement for meetings and in some cases served as an ideal venue for meetings.
* The participants were able to look around Berlin and get an appreciation for the fusion of culture and architecture between the former East Germany and West Germany.

The Team also met with two influential persons at the very powerful German Chamber of Industry and Commerce. Mr. Oliver Parche Head, North and Latin American Department and Dr. Mark Heinzel - International Economic Affairs Advisor for Development Cooperation were the two persons met and both were very interested in the cultural services industry and explained that they would be prepared to work with the TTCSI to put on cultural shows at their venue in Berlin as well as promote Trinidad and Tobago culture. This is an opportunity that the TTCSI should follow-up with and a proposal should be submitted to pursue the offer of cultural cooperation.

**Paris, France**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Sep. 29* | * Eric Laporte, Manager of Full Force Production | * Great opportunities lie with this guy who really was interested in getting us in some festivals in Paris. He knows his stuff and knows who he wants to have outside of the big names in the music world. * Need to follow up with Eric re: specific opportunities regarding music production, DJ's etc. | High | Strong |
| *Oct. 1* | * Nuno Pereira of Star Entertainment. | * We never received their business cards or contact info - not sure how to proceed. | Low | Low |
| *Oct. 1* | * Mr. Bernard Batzen of Azimuth | * This was a great meeting. Looking forward to hearing from Mr. Batzen in the near future. * Bernard, being the promoter he is, was definitely interested in our music and having us perform at festivals in Paris * A good contact, but not sure where it may lead, as he’s already well connected with another service providers in Trinidad, and therefore may not need to go to us for help. | High | Strong |

**Summary for Paris, France**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in France | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **3** | 2 (67%) | 0 | 1 (33%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | 2 (67%) | 0 | 1 (33%) |

**Organizer’s Comments – Paris, France**

Unfortunately, given that there was only one working day in Paris, we were only able to confirm three meetings for the Entertainment Professionals. Nevertheless two of those three meeting offered strong prospects as it relates to opportunities for doing business with the group. With such quality prospects, it is now for the Mission Participants to make the required follow-up efforts.

The critical success factors included:

The fact that we got excellent support from Mrs. Margaret King-Rousseau, Ambassador of the Republic of Trinidad and Tobago in Brussels and she was ably supported by native French speaker, Monsieur Alain Majani d'Inguimbert, Honorary Consul of Trinidad and Tobago stationed in Paris.

The Participants were able to utilize the weekend in Paris to get a first-hand experience of French culture and to examine the spectacular architecture. The excellent French Metro made it easy for Participants to explore and seek opportunities for themselves based on their own contacts and research.

**London, United Kingdom**

| Date | Company/Organisation and Specialty | Comment by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Oct. 2* | * B2B Meetings at RIBA | * Zero. | Low | Low |
| *Oct. 2* | * Ms. Kemi Sobers of The Notting Hill Carnival Trust | * Were able to get a line-up of performances for various artists in our camp for next year's Notting Hill Carnival. | High | Fair |
| *Oct. 3* | * Wendel Clement, Founder of Poison UK | * An informative meeting about the socio-economic-political history of the entertainment industry in London, specifically dealing with the soca industry. Possible discussions remain for joint ventures. | Average | Fair |

**Summary for London, United Kingdom**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in the United Kingdom | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **3** | 0 | 2 (67%) | 1 (33%0 |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | 1 (33%) | 1 (33%) | 1 (33%) |

**Organizer’s Comments – London, United Kingdom**

The organisers expected more out of London given that Rikki Jai was able to perform before a group at the RIBA reception, however the acoustics were not great. In addition, at that meeting several persons from the entertainment industry were present including Reggaetivity from the West Midlands who has strong contacts and is personally involved in the Community Radio business in the UK.

There was also an important meeting with Ray Paul (a prominent Caribbean music promoter) and Smokey Joe at a Radio Station which was missed due to the fact that there was a mix up with the address. This meeting was to have also included a radio interview and the airing of the music of Rikki Jai and Kes the Band. Fortunately, Ray Paul is expected to be in the Caribbean shortly and agreed to meet with the Participants while in Trinidad.

The meeting with Wendel Clement was also important because he is a promoter of Trinidadian origin who understands the industry and the prospects from both sides of the Atlantic. If constant communication is maintained the organizers feel this could provide a meaningful opportunity.

On the whole, the Participants already had some familiarity with the UK and should be able to more easily pursue opportunities in this market where there is a large Caribbean Diaspora population and no language and significant cultural constraints.

Even though there were only three formal meetings used in the ratings, this does not do justice to the number of persons met at RIBA during the two days in London. However, even then there is a fair prospect in two of the meetings.

**The Netherlands**

| Date | Company/Organisation and Specialty | Comments by Participants on Opportunities created | Value of meeting | Overall Prospects |
| --- | --- | --- | --- | --- |
| *Oct. 4* | * Ivette Forster and Vincent Soekra of Keti Koti Festival. | * Another good meeting. Opportunity to be included on this festival. * Will depend on follow up talks and discussions * Still need to do follow up to explore possibilities. | High | Fair |
| *Oct. 4* | * Lou Prince, Singer | * No opportunity envisioned | Low | Low |
| *Oct. 4* | * Group comprising, Jasper Scholte - JMR (festival organisation Metropolis festival); Reinier Gerritsen - jong RRKC and Pepijn van Amersfoort - jong RRKC. | * Definite opportunities exist for us from this meeting and will depend on follow up discussions * Awaiting feedback from them. | High | Fair |
| *Oct. 4* | * Rondel Heyliger a.k.a. The Spiceman of Spiceland Entertainment | * Rondel had already indicated that he is going to have us back in Rotterdam for a major event * Working to tie up a tour with KES and Rikki Jai for next year. | High | Strong |
| *Oct. 4* | * Ms. Marja Remesar of Amsterdam FM | * No opportunity | Low | Low |
| *Oct. 5* | * Dutch Jazz and World | * Very informative * An opportunity to build or design a similar conference based on what we witnessed. | High | Low |
| *Oct. 5* | * Mr. Louis Vershueren, Director of the Belgian Music Festival “Antilliaanse Feesten | * Louis has expressed a great desire to have myself and Kes at his festival next year * Although we were already invited to perform at their festival in Belgium, it provided an opportunity to secure the deal with some more confidence on both sides. | Very High | Strong |

**Summary for The Netherlands**

|  |  |  |  |
| --- | --- | --- | --- |
| Number of Meetings in The Netherlands | Number of **Strong** Prospect | Number of **Fair** Prospects | Number of **Low** Prospects |
| **7** | 2 (29%) | 2 (29%) | 3 (42%) |
| # **High** Value Meetings | # **Average** Value Meetings | # **Low** Value Meetings |
|  | 5 (71%) | 0 | 2 (29%) |

**Organizer’s Comments – The Netherlands**

The Mission to the Netherlands was a success and a positive experience for the Participants and their Netherlands counterparts. As reflected in their evaluations, the Participants had some productive meetings and have identified some good prospects. Some of the critical success factors and success indicators included:

* The intervention of Mrs. Margaret King-Rousseau, Ambassador of the Republic of Trinidad and Tobago in Brussels who put in a lot of work with respect to organizing meetings for the Entertainment Professionals. Apart from being present in France and The Netherands and attending meetings, Mrs King-Rousseau also used her office to get a promoter from Belgium to attend the meetings in the Netherlands.
* The on-the-ground Organiser (Mr. Schermel from the Netherlands-Caribbean Chamber of Commerce) was very instrumental in bringing persons together for the team to meet in the Hague and for the organization of the excellent B2B Reception in Rotterdam on the final evening.
* The B2B Reception on the last night was well organized and had a warm atmosphere; it allowed the Ambassador as well as the CEO of the TTCSI to address the gathering. It also allowed the Participants to further network with persons they had previously met as well as some persons with whom they had not yet met. It also allowed the Trinidad contingent to promote their domestic rum which was well received by those present.
* The performance by Rikki Jai capped a very good evening. He was able to captivate both the Dutch and Caribbean persons present and was well applauded at the end.
* Though the meeting with Claudia Raven, organizer of the Rotterdam Street Carnival, did not take place due to her untimely illness, it is felt that if the link is made it could lead to positive results for the entertainment professionals.
* On the whole, the Organizers think the prospects in the Netherlands could be the strongest of all the countries visited, however the level of follow-up by Mission Participants will be the ultimate determinant of business generation.

**Summary of Findings**

The tables below summarize the findings of the assessment of the Mission based on responses of Entertainment Industry Participants in the Mission. It can be seen that

* 26 meetings were attended in the five countries
* 61% of meetings either had strong or fair prospects
* 58% of the meetings were of high in value and 31% average

**Number of Meetings and Prospects**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| Strong | 1 | 2 | 2 | 0 | 5 | 10 | 38% |
| Fair | 3 | 1 | 0 | 2 | 0 | 6 | 23% |
| Low | 3 | 3 | 1 | 1 | 2 | 10 | 38% |
| Total | 7 | 6 | 3 | 3 | 7 | 26 | 100% |
| % | 27% | 23% | 12% | 12% | 27% | 100% |  |

**Number of Meetings and Value of Meetings**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | Malta | Germany | France | UK | Netherlands | Total | % |
| High | 4 | 3 | 2 | 1 | 5 | 15 | 58% |
| Average | 1 | 1 | 0 | 1 | 0 | 3 | 12% |
| Low | 2 | 2 | 1 | 1 | 2 | 8 | 31% |
| Total | 7 | 6 | 3 | 3 | 7 | 26 | 100% |
| % | 27% | 23% | 12% | 12% | 27% | 100% |  |

On the whole the Mission can be viewed as quite a success if the ratings of Participants are used as a measure because a high percentage of the meetings were high in value and the prospects were fair or better in 61% of meetings.

The Organizers recognize that there was scope to organize better such a Mission in the future by simply starting the planning and preparatory process earlier or postponing the setting of the Mission date until after all requirements are met.

However, given the timeframes, approvals, commitments and schedules that had to be met and coordinated, the Organizers were very satisfied with the outcome. However, it is the perspective of the Participants that are most important. Nevertheless, the ultimate success of the Mission is the amount of real business opportunities that are developed from the Mission and this will depend on the level and quality of follow-up by Participants. High quality follow-up involves the following types of activities by Participants:

* Calling the EU Prospect (email them or Skype them if you do not have the phone number) – remember the phone call sends a stronger message and probably indicates a greater level of seriousness
* Greeting them and reminding them of who you are and the discussions in which you engaged during the Mission and what has happened since
* Asking them about the market in their country and updating them on the Caribbean situation (it is important to have an interactive discussion with you doing your fair share of listening)
* Asking them if there are any opportunities in which you could be involved
* Letting them know that they are welcome to visit TT (the Caribbean) at any time and you would definitely take pleasure in showing them around
* Exchanging your contact details once again
* Following up the discussion with an email
* Sending them your monthly/quarterly/annual newsletter
* Emailing information on activities in the Caribbean industry.

**3.0 Lessons learned, opportunities, and recommendations for participants and the TTCSI based on this project**

The following section presents recommendations from Participants in addition to those made by the Organizers based on their experiences and observations during the process.

Apart from being aimed at improving market access for Caribbean services providers in EU markets, this assignment was designed to capture lessons learned and package them into a manual/toolkit that can be used to inform future Mission planning and execution. The issues raised below will capture some of the lessons learned in the planning and execution of this Mission.

**3.1 Mission Planning**

* The planning phase for a Mission should start at least a year in advance to facilitate research on the opportunities and regulations in the countries and industries being targeted. Even though the work in this project started in November 2011 there was intense activity in the two months prior to the Mission and even during the Mission to ensure that meetings, venues and accommodation were in place. The Mission took place about 10.5 months after the assignment commenced; a more ideal situation would have been 12 months.
* Select good on-the-ground persons or organizations to coordinate pre-Mission and Mission logistics in the targeted countries. A-Z discovered that in the countries where there was strong local support, it was much less stressful to organize meetings and often better persons/companies/organizations were selected to be met.
* Contact the relevant High Commission or Embassy representatives well before the commencement of the Mission because they will provide support and can facilitate meetings with persons with whom it might otherwise not be possible to meet – especially at short notice. The Diplomatic representatives in this Mission felt they could have provided even more assistance had they been consulted one month earlier. For this Mission this was found to be the general case for France and the Netherlands and in some specific cases in the other countries.
* Use a detailed and appropriately designed export readiness instrument to select Mission participants because on the whole it provides good information on the strengths and weaknesses of participants and also renders the selection process more transparent.
* Set Mission meetings three months in advance for countries such as Germany, France and the Netherlands where it is seen as an insult to invite people to a meeting without ample warning – A-Z found this to be a major problem in Germany where a level of disinterest was shown in meetings not organized weeks in advance and some organizations refused to set meetings with their members with less than a six-week lead time.
* Develop a brief profile of Mission participants to dispatch to persons to be met in the targeted countries prior to meeting them in the Mission. During the Mission it was clear that those EU persons/companies that had read the profiles of the Mission participants were more comfortable in the meetings and were able to be more focused in the discussions.
* Carry out a good pre-Mission which may require more time than the actual main Mission in order to learn about the targeted countries, establish contacts and start to set meetings. The pre-Mission for this assignment enabled A-Z to meet key people, set some meetings as well as identify ideal locations, venues and hotels to select for the Mission.
* Hold preparation training and meetings with Mission participants prior to the Mission to discuss keys issues that participants are likely to encounter; and where possible, outline how to respond. The meetings also serve the purpose of introducing mission participants to each other so they start to bond prior to the Mission. The participants in the Mission bonded very well and enjoyed each other’s company during meetings and outside of meetings.
* Set schedules and meetings at convenient times so that participants do not have to rush from an airport to a meeting, travel too early or too late, rush between meetings, or risk being late for meetings. On a few occasions during the Mission participants complained about having to fly too early in the morning; being late for meetings because there was insufficient time allotted between meetings; or being tired because the schedule was too demanding. Two meetings in the morning and two in the afternoon is ideal.
* Select venues for meetings that are suitable to facilitate discussion amongst participants. During the Mission there were one or two cases where participants were not able to sit during meetings or rooms were too small which meant that participants were not comfortable during meetings.
* Prioritize countries with greater cultural compatibility – there is a higher probability of follow-up and successful alliances in countries with which there is greater cultural and language compatibility. This was supported in this research where participants prioritized more companies in the UK for follow-up relative to companies in other countries.
  1. **Mission Execution**
* Have a start of the mission "drink" where the Mission Participants sit down on the first night of the Mission and get to know each other a little more, thereby setting the tone for the Mission.
* Appropriate representatives – it is important to arrange for the appropriate representatives of a company to be in meetings to avoid ineffective meetings where the person in the meeting cannot make decisions, is not well versed in English or does not understand the subject matter or key issues.
* Compatibility amongst Mission participants – participants in the Mission were highly compatible and got on well. Participants were serious about meetings and in meetings but were quite prepared to relax and let their hair down outside of “business hours”. This relieved the pressure on the organizers,including during meetings because there was no unhealthy tension between Participants.
* With respect to the radio interviews for Mission participants from cultural industries, the music of the Entertainers being promoted should be played during the interview segment as was done with the radio station on the second day in Malta. It was felt that this was a more effective way to promote the music of Entertainers.
* Ensure that the right persons are invited to the social events – during this Mission networking receptions were organized in three of the five countries. In all three cases there was strong interaction between Mission participants and their counterparts.
* The main Mission should be adequately funded to prevent, for example, selecting low cost options like inadequate venues and foregoing high-quality sound equipment which is needed to enhance the Social event and to promote the Entertainer in the Group. During the three receptions, Rikki Jai was invited to perform, in the first case the sound equipment was so poor that he opted not to; in the second case he performed but the sound quality was marred by a poor microphone; in the third case a good quality sound system was hired and the quality was excellent. As a result the audience was stimulatedhaving received a taste of the genre of music which was being promoted.
* Ensure that logistics are carefully worked out ahead of time: checking carefully on addresses beforehand since in the case of new cities, there may be subtle differences in addresses which a stranger may not pick up right away. There is also the need to check carefully names of places to avoid confusion and prevent incorrect information being given with respect to location of businesses – this led to one meeting not taking place during the Mission.
  1. **Recommendations by Participants**

After the Mission, participants were required to complete a detailed Mission questionnaire designed to get their feedback and impressions on the Mission. Mission participants gave the following recommendations:

* There is the need for a high level of dialogue between the Mission organizers and the Participants to ensure that the best schedule is put together in terms of 1) the number of meetings 2) the appropriate persons to meet with and 3) the optimal amount of free time is allocated, so that participants can also set their own meetings or participate in follow up meetings.
* More lead time is required to organize a Mission of this scope in order to give participants more advanced notice of who they are going to meet in order that both parties can better prepare for the meetings
* The TTCSI should:
  1. Attempt to encourage reverse trade missions with professionals from EU countries visiting the Caribbean.
  2. Go full steam ahead in sharing the documentary and spreading the word about opportunities in the EU.
  3. Conduct more research into European Companies already doing business with Caribbean services providers such as booking agents, promoters, record labels, publishers etc.
  4. Establish teaming agreements and MOU’s between EU companies and Trinidad & Tobago entities.
  5. Continue to develop the strong links with Mission participants as this will assist in developing a better understanding of how Architectural, Engineering and Cultural services work and how best to promote and export such services.
  6. Help in supporting the Participants to work with various Government ministries to access grants or funding to help Artistes establish tours in the territories visited.

The main success of a Mission is determined by the level and quality of follow-up activities that take place by Mission Participants and the TTCSI/responsible institution after the Main Mission. At the end of both sections of Chapter 2 an outline is provided of on how follow-up activities can be carried out.

**3.4 Opportunities Identified as a Result of Project**

| **Opportunity** | **Architects and Engineers** | **Entertainment Industry** |
| --- | --- | --- |
|  |  |  |
| Market access to EU markets under the EPA | The EPA provides market access for architects and engineers. This means that there are no official restrictions on Caribbean architects and engineers. However the absence of a Mutual Recognition Agreements (MRA) between the professions will be a limitation. | The EPA provides market access for cultural services providers. This means that there are no official restrictions on Caribbean service providers visiting, promoting themselves and working in the EU. |
| Mutual recognition of qualifications | Mutual Recognition Agreements are being negotiated between CARIFORUM and EU professionals | Not relevant – this is based on competence, skills and market demand |
| Recognition of the fact that Trinidad & Tobago service providers were no less qualified or skilled | The Mission made it clear that there was not skill or competence gap between the TT professionals and their EU counterparts. In many cases the following were true:   1. They studied in the same countries and universities 2. Use the same equipment and software in their practices | The TT Artistes on the Mission are of international caliber and are in demand in certain quarters. |
| Participants were exposed to Members of the Trinidad & Tobago Diplomatic core and received support | The TT High Commissioner in London and Ambassador in Brussels played a crucial role in arranging meetings in The UK, France and the Netherlands | The TT Ambassador played a major role in organizing meetings in France and The Netherlands and participated in some of the meetings and clearly indicated her desire to support the promotion of TT cultural industries in the EU. She was influential in bringing a festival promoter from Brussels to meet representatives of the Entertainment Industry while in Rotterdam, which is likely to result in appearances for at least one TT artiste in upcoming festivals in 2013. |
| Participants were exposed to representatives of the EU political system | Met an EU commissioner in Malta at a specially arranged reception | Met an EU commissioner in Malta at a specially arranged reception |
| Different skills and competencies as a result of practicing in a Caribbean environment | Architects and engineers noted opportunities based on certain skills developed due to operating in tropical environments | A main purpose of the mission was to promote Caribbean music and the different genres. |
| Made new contacts and obtained contact information (individuals, companies and institutions) | As reflected elsewhere in this report, participants made numerous contacts and have the contact information of all those with whom they met | As reflected elsewhere in this report, participants made numerous contacts and have the contact information of just about all those with whom they met |
| Met very influential persons that were able to share knowledge and experience on the general environment for business and critical success factors | This was the case in France, Malta, the UK and The Netherlands where some of the most prominent professionals or representatives of important institutions were met | This was the case in Germany and The Netherlands where some important players in the Entertainment Industry were met |
| Obtained a firsthand view of the offices and operating environment of EU counterparts | This was the case in all the countries visited as nearly all meetings typically took place at the business places or offices of counterparts | This was the case in certain countries where the participants visited clubs, studios, radio stations, etc. |
| Developed an awareness of new technologies, techniques that can be applied in their domestic practices to provide a competitive edge | This happened particularly in the UK where the group visitedBuilding Research Establishment (BRE) in Watford. | In The Netherlands the group visited an Expo in Amsterdam |
| Created openings for partnerships/joint ventures/strategic alliances with EU counterparts | This was one of the main topics of discussions during meetings with counterparts in which discussions on partnering on bids whether in the Caribbean, the EU or third countries took place. There was particular interest in partnerships in the Caribbean and Third countries given the economic slowdown in most of the EU. The understanding of TT specialists in designing for small tropical islands with seismic activity was seen as an advantage.  Of particular interest was the meeting with a Dutch company which was initially completely disinterested in a meeting but once they met the TT professionals asked: “What are the next steps” and after the meeting sent LinkedIn or emails to all the participants. | Strategic alliances were discussed in several meetings. The discussions inter alia centred on issues such as getting airplay for artistes, booking artistes for festivals and carnivals (e.g. Rotterdam Carnival), and cost effective ways of bringing TT artistes to the EU.  Of particular interest was a meeting with the carnival producer from Brussels who visited the team in Rotterdam. |
| Tied down business contracts or agreements | By nature of their business, it would not have been easy for the Architects and Engineers to tie down business unless they had a project in hand that required an EU counterpart. However, the seeds were sown and now success will be determined by follow-up | The Entertainment Industry participants were more disposed to generating business on this Mission. It appears that there was at least one firm signing for a festival in 2013. |

**3.5 Export Development and Promotion Outcomes and Next Steps Required by Participants**

The specific export development and export promotion results of the Mission can be summarized as follows:

* Mission participants were able to have firsthand meetings with associations/institutions in the EU, learn about market conditions and the regulatory environment
* Mission participants were able to meet companies from the EU (in their offices) and develop an understanding of the way they operate and the extent of their interest in strategic alliances, which they used amongst other factors as a gauge for the strength of the prospects. In many cases EU counterparts were favorably disposed to strategic alliances and/or using the services of the Mission participants in the future
* Mission participants are more equipped to return to the EU either by themselves or on a follow-up Mission and be more focused on market penetration
* Entertainment industry participants were able to meet influential promoters and organizers of carnivals and festivals and in at least one case has secured a booking
* Participants indicated in the post-Mission evaluation several cases where they considered the prospects for future business to be very positive (see findings from Mission Evaluation Survey)
* Mission participants now have ideas on how they can tweak/adjust their promotional materials to have greater impact for example
  + being more specific about seeking partnerships or outsourcing
  + outlining more clearly the technologies and tools they use so that EU partners/demanders can recognize that they are compatible
  + showing specific examples of work that are likely to appeal to EU partners/demanders
  + improve the quality of recordings on their websites, on Youtube, and on their EPKs (for cultural services providers).

It should be noted, given that export development/promotion is a process that by definition takes time to fully develop, it would have been optimistic to expect participants to return to Trinidad and Tobago with business deals and contracts as a result of this preliminary mission to an EU environment where the counterparts are not used to and in many cases have never considered collaborating with professionals from the Caribbean.[[3]](#footnote-4) However, some of the Mission participants were very active in their pursuit of opportunities.

| **Required Business Development Activities from Mission Participants** | **Architects and Engineers** | **Entertainment Industry** |
| --- | --- | --- |
| Develop a strategic marketing plan | 1. Product: Clearly define range of services and any specialties including outsourcing. Refine the quality of your newsletters and websites where necessary 2. Place/Target Market: Clearly define which countries and which companies met during the mission that you feel the prospects are good 3. Price: Collect information on rates and fees in the EU and ensure that you offer competitive rates 4. Promotion: Develop a promotion strategy for reaching those companies targeted    1. If possible, bring something to the table such as a tender request or RFP    2. Use your website and newsletter to your advantage – send the newsletter and/or website URL to prospects    3. Send email to targeted companies    4. Discuss alternatives and try to make a commitment to working together on a project within six months    5. Send copies of your newsletter and your website URL to associations and Chambers 5. Develop an action plan including promotional activities, responsibilities, and time frames. | 1. Product: Clearly outline the range of artistes and genres. Refine the quality of your performances and recordings if necessary 2. Place/Target Market: Clearly outline carnivals, festivals, radio stations, promoters, etc. that were met during the Mission for which the prospects were good 3. Price: Check the going rates/fees for artistes at similar levels and for similar genres. Note that it may be necessary to provide significantly discounted rates in order to break into a new market. Also check factors such as the cost of flights and accommodation in the EU 4. Promotion: Develop a promotion strategy including:    1. Developing high quality EPKs    2. Developing a high quality website where you can display your music in an easily downloadable format    3. Uploading some high quality music to Youtube    4. Writing to carnival and festival promoters and expressing an interest in a booking for the next one – let them know where they can access your music    5. Writing to radio stations and letting them know where your music can be accessed and/or sending then an EPK. 5. Develop an action plan including promotional activities, responsibilities, and time frames. |
| Conduct research | Carry out internet searches to   1. Find other entities in the EU apart from those visited during the /mission 2. Examine carefully the websites of EU companies to identify scope for collaboration and other business opportunities e.g. outsourcing | Carry out internet searches to   1. Find other entities in the EU apart from those visited during the /mission 2. Examine carefully the websites of festival and carnival producers 3. Identify other artistes who can provide information on how to find an opening in the EU market |
| Domestic Strategic Alliances | Even though most architectural and engineering firms in the EU tend to be small (with less than 10 employees), there are some very large multidisciplinary firms with thousands of employees. These firms usually have on board a full suite of construction sector professionals - architects, engineers, quantity surveyors, land surveyors, building contractors, etc.  Architects and Engineers from the Region should consider working together in multidisciplinary teams in their efforts to penetrate the EU market. In cases where a larger critical mass and a broader range of disciplines create a more favorable impression, this approach may have merit. It would also allow the administrative burden to be shared amongst several members of the team rather than borne by a one person operation which would be stretched to deal with their domestic clients while pursuing export market opportunities. In such cases, for example, if a visit to the EU market is necessary to negotiate a deal or visit a potential client, then one company/person could go and represent the team.  This approach could also make EU partners more comfortable as they might feel less vulnerable than when they are working with a single person (far away in the Caribbean). | It may sometimes make sense for two or more entertainment management firms to work together when dealing with the EU. The benefits of this approach include:   * Reduction of average costs (i.e. some costs and responsibilities can be shared such as marketing, travelling, etc.) * Sharing of ideas and approaches – the “two heads better than one” approach may lead to synergies as the parties to the alliance learn from each other or benefit from their respective strengths while covering any weaknesses. * It might be beneficial to pool artistes of the same or even of different genres, for example, reggae may have greater market demand in the EU, so it may be easier to get exposure for soca artistes by pooling them with reggae artistes. |
| Be persistent but not overbearing in follow-up activities | It is important to find a place in the minds and heart of potential partners and clients so it is important to initiate and respond to communication. | In order to remain in the minds and hearts of potential promoters, organizers, etc. it is necessary to maintain communication with influential people in the EU market and attempt to get more airplay for your music. |

* 1. **Required After Care Support from TTCSI**

|  |  |  |
| --- | --- | --- |
|  | Architects and Engineers | Entertainment Industry |
| TTCSI Aftercare Assistance to Service Providers that participated in Mission | The Architects and Engineers could benefit significantly if they received assistance with follow-up. Follow-up could take the form of   1. Quarterly emails or newsletters sent to those companies and institutions visited during the mission 2. Research on tenders taking place around the world and forging partnerships with EU counterparts where a combination of skills and background would provide a competitive advantage. 3. Assistance in funding a follow-up Mission aimed at consolidating the openings created in the first mission. 4. Assistance in funding a reverse Mission(s) where some of the companies met in the EU arefunded to visit the Caribbean to have follow-up meetings with Caribbean counterparts. | The Entertainment Industry professionals could be assisted in the following ways:   1. Assistance with follow-up e.g. developing marketing strategies to maintain the connection with those met during the Mission (e.g. development of an online Caribbean Entertainment Newsletter) 2. Providing ongoing research on upcoming carnivals, festivals and other events in which they could participate 3. Assistance in funding follow-up Missions 4. Assistance in funding reverse Missions in which promoters, carnival and festival organizers and radio station announcers/owners are invited to the Caribbean to meet local artistes. |

* 1. **Actions by TTCSI and Regional Governments to take Advantage of Opportunities Created by Mission**

|  |  |
| --- | --- |
| Promotional Activities | TTCSI needs to carry out communications and promotional activities in order to alert service providers of the opportunities in the EU and specifically those identified during the Mission. Below are some of the initiatives that TTCSI should undertake:   1. Use its well-produced Quarterly Magazine to promote opportunities for CARICOM architects and engineers in the EU 2. Prepare a special section in the TTCSI Quarterly and send it to EU companies and individuals that were visited during the Mission as well as other individuals and institutions that were not visited. Lists of professionals and institutions in EU Member States can be obtained 3. Ask some of the EU companies that were visited during the Mission to write an article to be published in the TTCSI Quarterly. The article should refer specifically to what they learned from the visit as well as opportunities that they think should be pursued 4. Do a “Mission Special” on the website and send the link out to those EU companies and individuals visited and other relevant audiences (institutions, associations and individual companies) 5. Do a special in the TTCSI Quarterly as well as on the TTCSI website which features a few top services providers – if they were on the Mission they could be asked about the benefits and opportunities created by the Mission 6. Invite EU companies and institutions to advertise in the TTCSI Quarterly. |
| Data collection and information flow related activities | TTCSI could assist service providers by collecting and disseminating data and information on their industries as it relates to the EU. This could include:   1. Identifying key institutions/associations in all 27 EU Member States and promoting Regional services providers (e.g. architects, engineers, cultural services providers, etc.) 2. Creating databases of services providers in the EU member states by compiling membership lists and stratifying the information by different specialties, etc. 3. Creating a database of major services users/demanders in the EU (e.g. Government ministries, retailers, etc.) 4. Create a database of all tenders for architects and engineers and all festivals and carnivals for cultural services providers and assist service providers in submitting expressions of interest, etc.   The above databases could be developed in a way to provide user friendly market/business intelligence dashboards by using appropriate data analysis tools such as COGNOS, etc. |
| Use Internet based mechanisms to carry out matchmaking activities - Skype, email and GoToMeeting | The TTCSI could assist in stimulating more business activity for regional businesses by looking for potential partners or demanders/users of services and providing internet-based matchmaking services by linking them with foreign counterparts and customers. This would involve TTCSI examining very carefully the databases they create (discussed earlier) and using the information to carry out good matchmaking activities on behalf of regional services providers.  GoToMeeting is a very convenient medium to use for this purpose because it allows meeting participants to see each other, hear each other and share documents and requires nothing more than a PC/laptop with internet, a microphone and speakers. It can be used to convene meetings with several persons at the same time all in different locations – it is convenient because no one has to move for the meeting and they can stay in the comfort of their own spaces. |
| Association/Institution and Chamber of Commerce related activities | The TTCSI should follow-up on its relationship with the various Chambers, Institutions and Associations met on the Mission e.g. Netherlands-Caribbean Chamber, Institute of Engineers in Paris, Royal Institute of Architects (RIBA) in London, The German Chamber of Industry and Commerce in Berlin, Construction Sector Association in Berlin, AFEX in Paris, The Maltese Film Commission. The TTCSI should use the opportunity to follow-up on behalf of those who went on the Mission as well as those within the same industries that did not participate in the Mission. The TTCSI should also explore opportunities for service providers from other industries e.g. Tour Operators, Management Consultants, Accountants, etc.  The TTCSI already developed very cordial relationships with the above mentioned organisations and should not allow these relationships to go to waste but rather tap them on behalf of its members and other stakeholders. If the reconnection has not yet been made, it could be done through a well-structured follow-up email which does the following:   * Refreshes the minds of the EU counterparts concerning the Mission * Thanks them for the support provided during the Mission * Outlines the positives of the Mission * Articulates the fact that services providers are still very interested in finding opportunities to collaborate and do business with EU partners * Expresses that the TTCSI would like to develop the organization to organization communication on behalf of its members.   The TTCSI could also put them on their mailing list and send the TTCSI Quarterly to them and request that they reciprocate with their magazines and newsletters.  The TTCSI could also explore with them funding opportunities for other Missions and business development funds that they could jointly pursue. |
| Maintaining and augmenting relationships with High Commissioners and Ambassadors responsible for EU member states | As was discovered in the planning and execution of this Mission, the High Commissioners/Ambassadors played a critical role and in most cases are delighted to assist. High Commissioners/Ambassadors have tremendous influence and can often make connections that might be very difficult for the TTCSI or individual service providers.  The TTCSI should correspond with the High Commissioners/Ambassadors that provided assistance during this Mission and outline the intended follow-up activities and the required support. The Ambassador to Brussels (in charge of the French and Dutch portfolios) is very keen and involved in the process of promoting cultural services in the EU. If her support is appropriately requested there is a very strong possibility that it will be willingly provided. In addition, she has a very well-connected Consul in France who can “open doors”. |
| Follow-up Missions | It is generally considered that a single Trade Mission is insufficient to achieve market penetration in a new market. It is therefore imperative that the TTCSI seeks funding and opportunities to take some or all of the participants on a follow-up “market penetration” Mission. The market penetration mission should only take place if the relationships developed in the first mission are followed-up so that old ground will not have to be recovered.  In some cases the TTCSI may not need to arrange a full-fledged mission but just help one or two services providers who have followed-up and wish to return on a follow-up Mission.  In addition, it might also be very rewarding to arrange a reverse mission where the TTCSI (probably in conjunction with counterpart organisations in the EU) invites some of the persons met in the first mission to visit TT and meet a much wider range of regional services providers. This would enable the EU service providers/organisations to get a firsthand view of the Regional business environment and the quality of services provided. |

 The TTCSI should now work with Mission participants to develop their market penetration strategies for the EU. The lessons learned in the Mission should be incorporated in preparations for any follow-up Mission including:

* Pre-Mission activities such as:
  + Refining and producing promotional materials
  + Developing a **value proposition** to use as the basis for discussions with “good prospects”. Examples of value propositions could include:
    - An RFP or Tender on which you could collaborate and make a joint submission
    - A proposal for working together to tap a particular line of funding e.g. some EU funding targeted towards certain activities, projects, or initiatives
    - A proposal to work together to penetrate more deeply the Regional market
    - A proposal to work together to penetrate third country markets
    - A proposal to provide cost-effective outsourcing services e.g. doing designs in the Caribbean at lower rates and electronically transferring them back to the EU.
  + Contacting the “good prospects” in the EU, briefing them on the purpose of the follow-up meeting (value proposition), and scheduling meetings. With the option of Skype, GoToMeeting and other online meeting options, it may not even be necessary to organize a face to face meeting. However, it is worth noting that a face to face meeting might be preferred and is an indicator of seriousness of purpose.
  1. **Prioritizing the Five EU Countries for Market Penetration Using Hot Spot Analysis**

In terms of prioritizing countries for market penetration, the Consultants are reluctant to do so because it is preferable to view the EU as one market and pick out opportunities wherever they lie. This Mission revealed that there were specific opportunities in each country that ought to be pursued actively.

If the Consultants were forced to prioritize countries for a market penetration drive by the Government or institutions, given that resources may not permit an EU-wide intervention, then the criteria shown in the HOT SPOT table below would be used by the Consultants to prioritize. The Key below shows what the different colours represent. The more red that a country’s rating turn out to be, the higher it would be prioritized.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Country Prioritization Criteria** | **Malta** | **Germany** | **France** | **UK** | **Netherlands** |
| Strong interest level shown by companies/institutions visited |  |  |  |  |  |
| Familiarity with the Caribbean through Diaspora populations |  |  |  |  |  |
| Strength of Caribbean Diplomatic support on the ground |  |  |  |  |  |
| A culture with which services providers from the Caribbean are familiar |  |  |  |  |  |
| Opportunity to expand into non-EU markets |  |  |  |  |  |
| An economy with high spending power |  |  |  |  |  |

**Key**

|  |  |  |
| --- | --- | --- |
| **This means HOT so the rating is relatively high** | **This means WARM so the rating is average** | **This means COOL so the rating is relatively low** |

The table above reveals that the Consultants would prioritize the five countries visited as follows:

1st Netherlands and UK

3rd France

4th Germany and Malta

However, it must be reiterated that the Mission proved that there are specific/individual opportunities in each country that should be pursued which is reflected by the fact that there are HOT SPOTS in all five countries.

**4.1Appendix 1: Background details on Mission**

This section of the report will provide an outline and background information on

* The countries visited in the Mission
* The participants in the Mission
* The persons, companies and organizations met during the Mission[[4]](#footnote-5)

**4.1.1 Countries visited and rationale behind selection**

As mentioned earlier, the countries visited and listed in the sequence visited were Malta, Germany (Berlin), France (Paris), U.K. (London), and the Netherlands. The rationale for selecting these countries included the following considerations:

* Malta
  + Small island state with tropical weather like the Caribbean
  + A relatively new EU Member
  + English is spoken by most
* Germany
  + The largest and strongest EU economy
  + Shortage of engineers and well respected for its engineering
  + Large well attended festivals and cultural events
  + English understood by most
* France
  + Large strong EU economy
  + Easy access from Germany
  + Renowned for its culture and architecture
  + France has Caribbean Territories (Martinique, Guadeloupe and French Guyana) which are close to TT
* UK
  + Large strong EU economy
  + Large Caribbean Diaspora with large carnivals and Caribbean focused events
  + English speaking
  + Mission participants are familiar with England and its culture and architecture - some having studied, lived or worked there
  + The entry point into the EU for flights from TT
* Netherlands
  + A dynamic multi-cultural society
  + A large Caribbean Diaspora from Suriname and the Netherlands Antilles
  + A strong culture of festivals including Caribbean festivals – Rotterdam has the second largest street Carnival in Europe next to Notting Hill in London
  + History of quality engineering
  + English spoken well by most

**4.1.2.1 MALTA**

* **GENERAL INFORMATION**

|  |  |
| --- | --- |
| LOCATION | Southern Europe, islands in the Mediterranean Sea, south of Sicily (Italy) |
| AREA | 316 km2 |
| CAPITAL | Valetta |
| LANGUAGE (S) | Maltese, English |
| CURRENCY | Euro |
| POPULATION | 406,771 (2010) |
| STATUS | Malta is a republic whose parliamentary system and public administration is closely modeled on the Westminster system. |
| MAIN EXPORTS | Electrical machinery, mechanical appliances, fish and crustaceans, pharmaceutical products, printed material  Main export partners: Germany 18.4%, France 15.7%,United Kingdom 9.1%, Italy 6.6%, Libya6%, United States 5.7% (2010) |
| MAIN IMPORTS | Mineral fuels and oils, electrical machinery, non-electrical machinery, aircraft and other transport equipment, plastic and other semi-manufactured goods; food, drink, tobacco  Main import partners: Italy 24.1%, United Kingdom 8.6%,Germany 8.5%, France 8.2%,Singapore 4.1% (2010) |
| RELIGION | The predominant religion in Malta is Christianity, with Roman Catholicism being the predominant denomination. |
| CLIMATE | The climate is typically Mediterranean, with hot, dry summers, warm and sporadically wet autumns, and short, cool winters with adequate rainfall. |

* **KEY ECONOMIC INDICATORS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Subject Descriptor** | **Units** | **Scale** | **2007** | **2008** | **2009** | **2010** | **2011** |
| **GDP, current prices** | U.S. dollars | Billions | 7.502 | 8.578 | 8.093 | 8.125 | 8.896 |
| **GDP** | U.S. dollars | Units | 18,340.90 | 20,784.25 | 19,443.42 | 19,359.09 | 21,028.06 |
| **Inflation** | Index |  | 103.292 | 108.131 | 110.12 | 112.367 | 115.1 |
| **Unemployment rate** |  |  | 6.475 | 6.05 | 6.925 | 6.925 | 6.4 |
| **Employment** | Persons | Millions | 0.156 | 0.16 | 0.161 | 0.166 | 0.168 |
| **Population** | Persons | Millions | 0.409 | 0.413 | 0.416 | 0.42 | 0.423 |

* **ECONOMIC OVERVIEW**

Malta produces only about 20% of its food needs, has limited fresh water supplies, and is dependent on imported fuel for energy. Further challenges are presented by an ageing population, pressing needs for improvements to infrastructure, and full implementation of EU environmental standards. Malta has some way to go in modernizing its economy, especially in terms of addressing productivity and workforce participation.

In spite of this, Malta has traditionally enjoyed high employment, low inflation and consistent (if moderate) GDP growth. Spared the worst effects of global financial crisis, Malta’s economy slid into negative growth in the first quarter of 2009, but very quickly recovered. The government’s targeted fiscal stimulus measures supporting export-oriented enterprises mitigated the effects of reduced external demand for manufactures and tourism, while increased diversification towards higher value-added services and the resilience of the domestic banking system contributed to growth in 2010 at 3.7%. Growth slowed to 2.3 % in 2011 against the background of the Euro zone crisis.

Major export destinations include Germany, Singapore and France while Italy, the UK and France provide most imports. Different sectors of Malta’s manufacturing industry service both the export and domestic markets. The pharmaceutical sector is growing, with a sizeable number of new firms choosing Malta to develop generic drugs for export to the EU once existing drug patents expire.

Tax arrangements, favourable accommodation and operating costs, and a highly-educated, English-speaking, relatively low-cost workforce, offer incentives to foreign investors and make the services sector the prime driver of economic growth in Malta. Financial and ICT services have increased in importance as Malta’s regulatory environment attracts offshore business and financial houses which use Malta as a base for operations in Europe and the Mediterranean.

The air services industry is a further growth area and an international free port operates successfully as a central Mediterranean transshipment hub, making Malta a leading centre for container and freight shipment.

A third of all employment in Malta is tourism-related. The main source countries for arrivals are the United Kingdom, Germany, Italy and France. Although adversely affected by the financial crisis in 2008-2009, tourism recovered strongly in 2010-11.

* **ETIQUETTE & CUSTOMS IN MALTA**

**Meeting**

A typical greeting in Malta is a quick, firm handshake. This should be done when meeting someone as well as upon departure.

**Gift Giving**

If you are invited to a Maltese home for dinner, dress stylishly and bring your hostess a small gift such as a box of chocolates or a bouquet of flowers. Remain standing until you are invited to sit, and do not begin eating until your hostess does. The host will offer the first toast and afterwards you may return it later in the meal. Although you will likely be turned down, offer to help with cleaning up afterward.

**Dining Etiquette**

When it comes to gratuity, tipping is acceptable and appreciated in Malta.

• Restaurants: Service fees are not usually included in the bill. If the service was good, 15% is appropriate.   
• Taxis: 10%  
• Porters and Bellhops: €1 per bag

**Table Manners**

Once you’re actually seated be sure to follow continental dining style (knife in the right hand, fork in the left), place your napkin on your lap, and maintain good posture throughout the meal. Be warned though, that there will most likely be numerous dining courses and you are expected to eat from each course so don’t eat too quickly and try to pace yourself with those around you so you don’t overeat before the later courses arrive. Generally, the meal begins with bread, followed by appetizers, pasta, and meat or fish. Many times a soup will start the meal and a dessert will finish it as well.

* **BUSINESS CULTURE AND PROTOCOLS IN MALTA**

**Business Meetings**

When scheduling a meeting, it is necessary to make your appointment a week or two in advance. Arrive on time as punctuality is very important to the Maltese.

Malta has a fairly conservative business culture, similar to that of the United Kingdom, with which it has a close historical association. The economy is largely based on tourism, manufacturing and foreign trade, and there are many small family-run businesses. There is a strong and stable legislative and regulatory system.

**Business Dress**

Men should dress conservatively in a dark suit with a silk tie and polished shoes; ladies should dress modestly in a business suit or skirt and blouse combination. Accessories are fine, but should not be too flashy.

**Greetings**

The normal form of business greeting in Malta is a handshake.

**Titles**

You should address your Maltese business contacts, especially those in senior positions, by their personal (Mr., Mrs. etc.) or professional titles and their family names. It is quite common to use first names in Maltese business when a good working relationship has been established, but wait for your Maltese business contact to initiate the use of first names.

**Business Cards**

Business cards can be exchanged at the beginning or end of a meeting. They should be printed in Maltese on one side; list any advanced degrees, your professional title and your company’s founding date.

***Sources:***

[*http://www.imf.org/external/pubs/ft/weo/2012/02/weodata/index.aspx*](http://www.imf.org/external/pubs/ft/weo/2012/02/weodata/index.aspx)

[*https://www.cia.gov/library/publications/the-world-factbook/*](https://www.cia.gov/library/publications/the-world-factbook/)

[*http://www.1800flyeurope.com/go/customs-and-etiquette/malta/*](http://www.1800flyeurope.com/go/customs-and-etiquette/malta/)

[*http://www.expatfocus.com/expatriate-malta-business-culture*](http://www.expatfocus.com/expatriate-malta-business-culture)

**4.1.2.2 GERMANY**

* **GENERAL INFORMATION**

|  |  |
| --- | --- |
| LOCATION | Central Europe, bordering Austria 784 km, Belgium 167 km, Czech Republic 646 km, Denmark 68 km, France 451 km, Luxembourg 138 km, Netherlands 577 km, Poland 456 km, Switzerland 334 km |
| AREA | 357,100 km² |
| CAPITAL | Berlin |
| LANGUAGE (S) | German |
| CURRENCY | Euro |
| STATUS | Germany is a federal parliamentary republic, based on representative democracy. |
| MAIN EXPORTS | Commodities: machinery, vehicles, chemicals, metals, manufactures, foodstuffs, textiles  Primary exports partners: France (10.2 % of total exports), US (6.7 %), Netherlands (6.7 %), UK (6.6 %), Italy (6.3 %), Austria (6 %), China (4.5 %). |
| MAIN IMPORTS | Commodities: machinery, vehicles, chemicals, foodstuffs, textiles, metals  Primary imports partners: Netherlands (8.5 % of total imports), China (8.2 %), France (8.2 %), US (5.9 %), Italy (5.9 %), UK (4.9 %), Belgium (4.3 %), Austria (4.3 %), Switzerland (4.2 %) |
| LABOUR FORCE | 43.62 million (2011 est.) |
| RELIGION | Protestant 34%, Roman Catholic 34%, Muslim 3.7%, unaffiliated/other 28.3% |
| CLIMATE | Temperate and marine; cool, cloudy, wet winters and summers; occasional warm mountain (foehn) wind |

* **KEY ECONOMIC INDICATORS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Units** | **Scale** | **2007** | **2008** | **2009** | **2010** | **2011** |
| GDP, current prices | U.S. dollars | Billions | 3,328.59 | 3,640.73 | 3,307.20 | 3,286.45 | 3,577.03 |
| GDP per capita, current prices | U.S. dollars | Units | 40,463.14 | 44,334.37 | 40,393.25 | 40,197.67 | 43,741.55 |
| Inflation, average consumer prices | Index |  | 104.083 | 106.95 | 107.2 | 108.433 | 111.125 |
| Unemployment rate |  |  | 8.783 | 7.6 | 7.742 | 7.058 | 5.983 |
| Employment | Persons | Millions | 39.792 | 40.29 | 40.312 | 40.505 | 41.036 |
| Population | Persons | Millions | 82.262 | 82.12 | 81.875 | 81.757 | 81.777 |

* **ECONOMIC OVERVIEW**

Germany is the largest economy in Europe and the fourth-largest economy in the world (GDP was more than US$3.3 trillion in 2010). Germany is ranked as the world’s second-largest goods exporter: approximately US$1.16 trillion with a trade surplus of US$194 billion. Exports of goods and services made up over 41 per cent of GDP. Manufacturing is the mainstay of the German economy, with the export sector dominated by automobiles and machinery. Germany’s exports of services are relatively underdeveloped and reform in the services sectors is relatively slow, but new sectors, like IT, biotechnology and renewable energy are growing markedly. Agriculture accounts for only 1% of GDP.

Germany felt the effects of the global economic and financial crisis particularly strongly in the export-oriented manufacturing sector. The economy fell into recession in the first quarter of 2009 as global demand for German exports weakened but in 2011 its exports are expected to grow by 8.5%. GDP contracted by 4.7%in 2009 but rose by 3.6% in 2010 and is forecast to rise by 2.2% in 2011 (IMF/EIU forecasts).

The Federal Government attributes this expected recovery to improved global economic conditions and increased domestic demand, as well as a sharp expansion in industrial output in the second quarter of 2010. Inflation, after falling to 0.2% in 2009, rose slightly to 1.3%in 2010 and is forecast to remain steady for 2011 at 1.4% (IMF/EIU). The budget deficit is forecast at 1.7% of GDP in 2011, reduced from 3% in 2010 (EIU). Germany implemented an austerity package at the start of 2011 to reduce the budget deficit significantly by 2014. This will require substantial savings of approximately US$134 billionbetween 2011 and 2014.

* **ETIQUETTE & CUSTOMS IN GERMANY**

**Meeting Etiquette**

Greetings are formal.

* A quick, firm handshake is the traditional greeting.
* Titles are very important and denote respect. Use a person’s title and their surname until invited to use their first name. You should say Herr or Frau and the person’s title and their surname.
* In general, wait for your host or hostess to introduce you to a group.
* When entering a room, shake hands with everyone individually, including children.

**Gift Giving Etiquette**

* If you are invited to a German’s house, bring a gift such as chocolates or flowers. Yellow roses or tea roses are always well received. Do not give red roses as they symbolize romantic intentions. Do not give carnations as they symbolize mourning. Do not give lilies or chrysanthemums as they are used at funerals.
* If you bring wine, it should be imported, French or Italian. Giving German wines is viewed as meaning you do not think the host will serve a good quality wine.
* Gifts are usually opened when received.

**Dining Etiquette**

If you are invited to a German’s house:  Arrive on time as punctuality indicates proper planning. Never arrive early. Never arrive more than 15 minutes later than invited without telephoning to explain you have been detained. Send a handwritten thank you note the following day to thank your hostess for his/her hospitality. 

**Table manners**

* Remain standing until invited to sit down.
* You may be shown to a particular seat.
* Table manners are Continental – the fork is held in the left hand and the knife in the right while eating.
* Do not begin eating until the hostess starts or someone says ‘guten appetit’ (good appetite).
* At a large dinner party, wait for the hostess to place her napkin in her lap before doing so yourself.
* Do not rest your elbows on the table.
* Do not cut lettuce in a salad. Fold it using your knife and fork.
* Cut as much of your food with your fork as possible, since this compliments the cook by indicating the food is tender.
* Finish everything on your plate.
* Rolls should be broken apart by hand.
* Indicate you have finished eating by laying your knife and fork parallel across the right side of your plate, with the fork over the knife.
* The host gives the first toast.
* An honored guest should return the toast later in the meal.
* The most common toast with wine is ‘Zum Wohl!’ (‘Good health’).
* The most common toast with beer is ‘Prost!’ (‘Good health’).
* **BUSINESS ETIQUETTE AND PROTOCOL IN GERMANY**

**Relationships & Communications**

* Germans do not need a personal relationship in order to do business. They will be interested in your academic credentials and the amount of time your company has been in business.
* Germans display great deference to people in authority, so it is imperative that they understand your level relative to their own.
* Germans do not have an open-door policy. People often work with their office door closed. Knock and wait to be invited in before entering.
* German communication is formal. Following the established protocol is critical to building and maintaining business relationships.
* As a group, Germans are suspicious of hyperbole, promises that sound too good to be true, or displays of emotion.
* Germans will be direct to the point of bluntness.
* Expect a great deal of written communication, both to back up decisions and to maintain a record of decisions and discussions.

**Business Meeting Etiquette**

* Appointments are mandatory and should be made 1 to 2 weeks in advance.
* Letters should be addressed to the top person in the functional area, including the person’s name as well as their proper business title.
* If you write to schedule an appointment, the letter should be written in German.
* Punctuality is taken extremely seriously. If you expect to be delayed, telephone immediately and offer an explanation. It is extremely rude to cancel a meeting at the last minute and it could jeopardize your business relationship.
* Meetings are generally formal.
* Initial meetings are used to get to know each other. They allow your German colleagues to determine if you are trustworthy.
* Meetings adhere to strict agendas, including starting and ending times.
* Maintain direct eye contact while speaking.
* Although English may be spoken, it is a good idea to hire an interpreter so as to avoid any misunderstandings.
* At the end of a meeting, some Germans signal their approval by rapping their knuckles on the tabletop.
* There is a strict protocol to follow when entering a room: The eldest or highest ranking person enters the room first. Men enter before women, if their age and status are roughly equivalent.

**Business Negotiation**

Do not sit until invited and told where to sit. There is a rigid protocol to be followed.

* Meetings adhere to strict agendas, including starting and ending times.
* Treat the process with the formality that it deserves.
* Germany is heavily regulated and extremely bureaucratic.
* Germans prefer to get down to business and only engage in the briefest of small talk. They will be interested in your credentials.
* Make sure your printed material is available in both English and German.
* Contracts are strictly followed.
* You must be patient and not appear ruffled by the strict adherence to protocol.
* Germans are detail-oriented and want to understand every innuendo before coming to an agreement.
* Business is hierarchical. Decision-making is held at the top of the company.
* Final decisions are translated into rigorous, comprehensive action steps that you can expect will be carried out to the letter.
* Avoid confrontational behavior or high- pressure tactics. It can be counterproductive.
* Once a decision is made, it will not be changed.

**Dress Etiquette**

Business dress is understated, formal and conservative. Men should wear dark colored, conservative business suits. Women should wear either business suits or conservative dresses. Do not wear ostentatious jewellery or accessories.

***Sources***

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**4.1.2.3 FRANCE**

* **GENERAL INFORMATION**

|  |  |
| --- | --- |
| LOCATION | Western Europe, bordering Andorra 56.6 km, Belgium 620 km, Germany 451 km, Italy 488 km, Luxembourg 73 km, Monaco 4.4 km, Spain 623 km, Switzerland 573 km |
| AREA | 674,800 km² |
| CAPITAL | Paris |
| LANGUAGE (S) | French, the official language, is the first language of 88% of the population. |
| CURRENCY | Euro |
| STATUS | The government of the French Republic is a semi-presidential system determined by the French Constitution of the fifth Republic. |
| MAIN EXPORTS | Machinery and transportation, Equipment and aircraft, Plastics, chemicals and pharmaceutical products, Iron and steel, Beverages  To export trading partners Germany (14.3%), Italy (8.7%), Spain (8.3%), UK (7.8%), Belgium (7.6%), US (5.8%), Netherlands (4.2%) Germany (14.9%), Spain (9.3%), Italy (8.9%), UK (8.1%), Belgium (7.3%), US (6.1%) and Netherlands (4.1%) |
| MAIN IMPORTS | Machinery and equipment, Vehicles and Aircraft, Crude oil, Plastics and Chemicals  Main import partners Germany (17.9%), Belgium (11.7%), Italy (8.3%), Spain (6.9%), Netherlands (6.8%), UK (5.1%), US (4.3%). |
| RELIGION | Roman Catholic 83%-88%, Protestant 2%, Jewish 1%, Muslim 5%-10%, unaffiliated 4% |
| CLIMATE | Generally cool winters and mild summers, but mild winters and hot summers along the Mediterranean; occasional strong, cold, dry, north-to-north-westerly wind known as mistral. |

* **KEY ECONOMIC INDICATORS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Units** | **Scale** | **2007** | **2008** | **2009** | **2010** | **2011** |
| GDP, current prices | U.S. dollars | Billions | 2,586.77 | 2,842.55 | 2,631.92 | 2,562.76 | 2,776.32 |
| GDP per capita, current prices | U.S. dollars | Units | 41,745.65 | 45,623.60 | 42,018.92 | 40,808.86 | 44,008.18 |
| Inflation | Index |  | 122.005 | 125.859 | 125.989 | 128.175 | 131.115 |
| Unemployment rate |  |  | 8.367 | 7.808 | 9.5 | 9.802 | 9.675 |
| Employment | Persons | Millions | 25.729 | 25.883 | 25.573 | 25.573 | 25.651 |
| Population | Persons | Millions | 61.965 | 62.304 | 62.637 | 62.799 | 63.087 |

* **ECONOMIC OVERVIEW**

France is a leading recapitalizedEU country with a mature and sophisticated market economy. [France](http://en.wikipedia.org/wiki/France) has the world's [fifth largest](http://en.wikipedia.org/wiki/List_of_countries_by_GDP_(nominal)) economy by nominal figures and the [ninth largest](http://en.wikipedia.org/wiki/List_of_countries_by_GDP_(PPP)) economy by PPP figures. It has the [second largest economy](http://en.wikipedia.org/wiki/List_of_sovereign_states_in_Europe_by_GDP_(nominal)) in [Europe](http://en.wikipedia.org/wiki/Europe) (behind its main economic partner [Germany](http://en.wikipedia.org/wiki/Economy_of_Germany)) in nominal figures. GDP is dominated by the services sector. France is the world’s fifth largest exporter — the European Union as a bloc is France’s most important trading partner. Paris is a leading financial market in the Euro zone. France is the most energy independent of the G8 industrialized countries owing to its heavy reliance on nuclear energy and is the world-leading country in [nuclear energy](http://en.wikipedia.org/wiki/Nuclear_power), home of global energy giants [Areva](http://en.wikipedia.org/wiki/Areva), [EDF](http://en.wikipedia.org/wiki/%C3%89lectricit%C3%A9_de_France) and [GDF Suez](http://en.wikipedia.org/wiki/GDF_Suez) - [nuclear power](http://en.wikipedia.org/wiki/Nuclear_power) now accounts for about 78% of the country's [electricity](http://en.wikipedia.org/wiki/Electricity) production, up from only 8% in 1973, 24% in 1980, and 75% in 1990.Over 75% of electricity is generated by nuclear power plants.

France performed better than most other European countries during the global financial crisis, despite contracting by 2.5% in 2009, (the contraction for the euro area as a whole was 4.1%). Recovery was assisted by a €26 billion (A$51.3 billion) stimulus package announced in December 2008 and the provision of bank guarantees and funding to French banks. The government also established a sovereign investment fund to help maintain France’s manufacturing capacity, with the automotive sector a key recipient. France followed the lead of the UK by implementing a temporary one-year tax on bank bonuses. Despite this, a number of large-scale strikes were held in 2009 over the government’s handling of the crisis, driven by an unemployment rate that had risen to 9.9%.

France’s various deficits and unemployment are the most important challenges facing the country in exiting the global financial crisis. France has committed in its 2010-2013 Stability Program, presented to the European Commission on 1 February 2010, to reducing its high national budget deficit (7.8% of GDP in 2010) to 3 per cent of GDP by 2013. Public debt in France reached record levels of 81.7% of GDP in 2010, and the Government expects it to increase to around 88% in 2012, after which it is projected to decline as a result of the Government’s austerity program.

Figures released on 13 May by the INSEE (National Institute for Statistics and Economic Studies) showed that in the first quarter of 2011, GDP grew by 1.0%, the most significant increase since the second quarter of 2006. Manufacturing production rose by 3.4%, the highest increase in 30 years, and around 60,000 new jobs were created, principally in the services sector. Loans provided to French banks during the financial crisis were repaid in full. The OECD revised upwards its forecast for economic growth in France to 2.2%. However, the French government recently revised downwards its economic growth rate projections for the fourth quarter of 2011, indicating that growth might be zero, with the OECD revising its growth figures for France for 2012 down to 0.3%. France lost its Standard & Poor’s triple-A credit rating in January 2012. France registered a record trade deficit in 2011 (France has not run a trade surplus since 2002).

* **ETIQUETTE & CUSTOMS IN FRANCE**

**Meeting Etiquette**

* The handshake is a common form of greeting.
* Friends may greet each other by lightly kissing on the cheeks, once on the left cheek and once on the right cheek.
* First names are reserved for family and close friends. Wait until invited before using someone’s first name.
* You are expected to say ‘bonjour’ or ‘bonsoir’ (good morning and good evening) with the honorific title Monsieur or Madame when entering a shop and ‘au revoir’ (good-bye) when leaving.

**Gift Giving Etiquette**

* Flowers should be given in odd numbers but not 13, which is considered unlucky. Some older French retain old-style prohibitions against receiving certain flowers: White lilies or chrysanthemums as they are used at funerals; red carnations as they symbolize bad will; any white flowers as they are used at weddings. Prohibitions about flowers are not generally followed by the young. When in doubt, it is always best to err on the side of conservatism.
* If you give wine, make sure it is of the highest quality you can afford. The French appreciate their wines.
* Gifts are usually opened when received.

**Dining Etiquette**

* If you are invited to a French house for dinner: Arrive on time. Under no circumstances should you arrive more than 10 minutes later than invited without telephoning to explain you have been detained. The further south you go in the country, the more flexible time is.
* If invited to large dinner parties, especially in Paris, send flowers the morning of the occasion so that they may be displayed that evening.
* Dress well. The French are fashion conscious and their version of casual is not as relaxed as in many western countries.

**Table manners:**

* Table manners are Continental – the fork is held in the left hand and the knife in the right while eating.
* If there is a seating plan, you may be directed to a particular seat.
* Do not begin eating until the hostess says ‘bon appetit’.
* If you have not finished eating, cross your knife and fork on your plate with the fork over the knife.
* Do not rest your elbows on the table, although your hands should be visible and not in your lap.
* Finish everything on your plate.
* Do not cut salad with a knife and fork. Fold the lettuce on to your fork.
* Peel and slice fruit before eating it.
* Leave your wineglass nearly full if you do not want more.
* **BUSINESS ETIQUETTE AND PROTOCOL FRANCE**

**Relationships & Communication**

French business emphasizes courtesy and a degree of formality.  Mutual trust and respect is required to get things done. Trust is earned through proper behavior. Creating a wide network of close personal business alliances is very important. If you do not speak French, an apology for not knowing their language may aid in developing a relationship. It is always a good idea to learn a few key phrases, since it demonstrates an interest in a long-term relationship. The way a French person communicates is often predicated by their social status, education level, and in which part of the country they were raised. In business, the French often appear extremely direct because they are not afraid of asking probing questions. Written communication is formal. Secretaries often schedule meetings and may be used to relay information from your French business colleagues.

**Business Meetings Etiquette**

* Appointments are necessary and should be made at least 2 weeks in advance.
* Appointments may be made in writing or by telephone and, depending upon the level of the person you are meeting, are often handled by the secretary.
* Do not try to schedule meetings during July or August, as this is a common vacation period.
* If you expect to be delayed, telephone immediately and offer an explanation.
* Meetings are to discuss issues, not to make decisions.
* Avoid exaggerated claims, as the French do not appreciate hyperbole.

**Business Negotiation**

* French business emphasizes courtesy and a fair degree of formality.
* Wait to be told where to sit.
* Maintain direct eye contact while speaking.
* Business is conducted slowly. You will have to be patient and not appear ruffled by the strict adherence to protocol.
* Avoid confrontational or high-pressure tactics. It can be counterproductive.
* The French will carefully analyze every detail of a proposal, regardless of how minute.
* Business is hierarchical. Decisions are generally made at the top of the company.
* The French are often impressed with good debating skills that demonstrate an intellectual grasp of the situation and all the ramifications.
* Never attempt to be overly friendly. The French generally compartmentalize their business and personal lives.
* Discussions may be heated and intense.
* High-pressure sales tactics should be avoided. The French are more receptive to a low-key, logical presentation that explains the advantages of a proposal in full.
* When an agreement is reached, the French may insist it be formalized in an extremely comprehensive, precisely worded contract.

**Dress Etiquette**

Business dress is understated and stylish. Men should wear dark-colored, conservative business suits for the initial meeting. How you dress later is largely dependent upon the personality of the company with which you are conducting business. Women should wear either business suits or elegant dresses in soft colors. The French like the finer things in life, so wear good quality accessories.

**Business Cards**

Business cards are exchanged after the initial introductions without formal ritual. Have the other side of your business card translated into French. Although not a business necessity, it demonstrates an attention to detail that will be appreciated. Include any advanced academic degrees on your business card. French business cards are often a bit larger than in many other countries.

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**4.1.2.4THEUNITED KINGDOM**

* **GENERAL INFORMATION**

|  |  |
| --- | --- |
| LOCATION | Western Europe – between the North Atlantic Ocean and the North Sea; northwest of France |
| AREA | 244,800 km² |
| CAPITAL | London |
| LANGUAGE (S) | English |
| CURRENCY | Pound Sterling |
| POPULATION | 62.6 million (2011) |
| STATUS | The United Kingdom is a unitary state governed under the constitutional monarchy and a parliamentary system, with its seat of government in the capital city of London |
| MAIN EXPORTS | Manufactured goods, fuels, chemicals, food, beverages, tobacco  Main export partners: Germany 11.6%, US 10.6%, Netherlands 8.4%, France 7.8%, Ireland 6.4%, Belgium 5.7% (2011) |
| MAIN IMPORTS | Manufactured goods, machinery, fuels, foodstuffs  Main import partners: Germany 13.2%, China 8.7%, Netherlands 7.5%, US 6.1%, France 6%, Norway 5%, Belgium 5% (2011) |
| RELIGION | Christian (Anglican, Roman Catholic, Presbyterian, Methodist) 71.6%, Muslim 2.7%, Hindu 1%, other 1.6%, unspecified or none 23.1%. |
| CLIMATE | Generally mild and temperate; weather is subject to frequent changes but not often to temperature extremes. |

* **KEY ECONOMIC INDICATORS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Subject Descriptor | Units | Scale | 2007 | 2008 | 2009 | 2010 | 2011 |
| GDP, current prices | U.S. dollars | Billions | 2,813.95 | 2,657.31 | 2,180.65 | 2,263.10 | 2,417.57 |
| GDP per capita, current prices | U.S. dollars | Units | 46,149.28 | 43,297.95 | 35,286.54 | 36,371.26 | 38,592.10 |
| Inflation | Index |  | 104.7 | 108.5 | 110.8 | 114.5 | 119.6 |
| Unemployment rate |  |  | 5.4 | 5.558 | 7.458 | 7.858 | 8.006 |
| Employment | Persons | Millions | 29.228 | 29.44 | 28.961 | 29.035 | 29.176 |
| Population | Persons | Millions | 60.975 | 61.373 | 61.798 | 62.222 | 62.644 |

* **ECONOMIC OVERVIEW**

The UK, a leading trading power and financial centre, is the largest economy in Europe after Germany and France. Over the past two decades, the government has greatly reduced public ownership and contained the growth of social welfare programs. Agriculture is intensive, highly mechanized, and efficient by European standards, producing about 60% of food needs with less than 2% of the labour force. The UK has large coal, natural gas, and oil resources, but its oil and natural gas reserves are declining and the UK became a net importer of energy in 2005.

Services, particularly banking, insurance, and business services, account by far for the largest proportion of GDP while industry continues to decline in importance. After emerging from recession in 1992, Britain's economy enjoyed the longest period of expansion on record during which time growth outpaced most of Western Europe. In 2008, however, the global financial crisis hit the economy particularly hard, due to the importance of its financial sector. Sharply declining home prices, high consumer debt, and the global economic slowdown compounded Britain's economic problems, pushing the economy into recession in the latter half of 2008 and prompting the then BROWN (Labour) government to implement a number of measures to stimulate the economy and stabilize the financial markets; these include nationalizing parts of the banking system, temporarily cutting taxes, suspending public sector borrowing rules, and moving forward public spending on capital projects.

Facing burgeoning public deficits and debt levels, in 2010 the CAMERON-led coalition government (between Conservatives and Liberal Democrats) initiated a five-year austerity program, which aims to lower London's budget deficit from over 10% of GDP in 2010 to nearly 1% by 2015. In November 2011, Chancellor of the Exchequer George OSBORNE announced additional austerity measures through 2017 because of slower-than-expected economic growth and the impact of the euro-zone debt crisis. The CAMERON government raised the value added tax from 17.5% to 20% in 2011. It has pledged to reduce the corporation tax rate to 23% by 2015. The Bank of England (BoE) implemented an asset purchase program of up to 325 billion (approximately $525 billion) as of February 2011. During times of economic crisis, the BoE coordinates interest rate moves with the European Central Bank, but Britain remains outside the European Economic and Monetary Union (EMU).

* **ETIQUETTE & CUSTOMS IN THE UNITED KINGDOM**

The United Kingdom (UK) is comprised of four countries: England, Scotland, Wales, and Northern Ireland. It is important not only to be aware of these geographical distinctions but also the strong sense of identity and nationalism felt by the populations of these four countries.

The terms 'English' and 'British' are not interchangeable. 'British' denotes someone who is from England, Scotland, Wales or Northern Ireland. 'English' refers to people from England. People from Scotland are referred to as 'Scots'. People from England are not likely to take offence at being called “English”, whereas a Welsh, Scots, or Northern Irish person will.

The British are rather formal. Many from the older generation still prefer to work with people and companies they know or who are known to their associates. Younger businesspeople do not need long-standing personal relationships before they do business with people and do not require an intermediary to make business introductions. Nonetheless, networking and relationship building are often critical to long-term business success.

Rank is respected and businesspeople prefer to deal with people at their level. If at all possible, include an elder statesman on your team as he/she will present the aura of authority that is necessary to good business relationships in many companies.

**Table manners:**

* Use cutlery to eat your meals.
* Keep your mouth closed when chewing.
* Finish one mouthful before starting the next.
* Never put your knife in your mouth, or lick your plate.
* Do not speak with your mouth full.
* Unless there is an imminent threat of the theft of your meal take your time and enjoy it, you are not just filling up a hole. Overly bulging hamster cheeks are not attractive.
* Finish your mouthful before taking a drink.
* Never spit food out.
* If you always eat off of your lap in front of the TV when at home try to make an effort to eat at the table once in a while.
* Make time for family meals, family are the building block of society, eating together is fundamental, after all we are sociable animals.
* Break your bread into small pieces with your fingers and butter it one piece at a time, your butter knife will normally be on your side plate (remember this is on your left) or next to it. The only time you should butter a piece of bread without breaking it is your toast at breakfast as it will normally have been cut in half for you.
* Do not scrape your plate with your cutlery.
* Never scoop food up with your fork the tines should always point downwards.
* Move your soup spoon from 6 o’clock to 12 o’clock when spooning up soup, when only a little is remaining, tilt the bowl away from you to enable you to finish it.
* Ask “May I get down please” if you’d like to leave the table early.
* **BUSINESS ETIQUETTE AND PROTOCOL IN THE UNITED KINGDOM**

**British communication styles**

The British have an interesting mix of communication styles encompassing both understatement and direct communication. Many older businesspeople or those from the 'upper class' rely heavily upon formal use of established protocol. Most British are masters of understatement and do not use effusive language. If anything, they have a marked tendency to qualify their statements with such as 'perhaps' or 'it could be'. When communicating with people they see as equal to themselves in rank or class, the British are direct, but modest. If communicating with someone they know well, their style may be more informal, although they will still be reserved.

**Business meetings**

Punctuality is a very British trait. It is especially important in business situations. Always call if you will be even 5 minutes later than agreed. If you are kept waiting a few minutes, do not make an issue of it.

How meetings are conducted is often determined by the composition of people attending. If everyone is at the same level, there is generally a free flow of ideas and opinions. If there is a senior ranking person in the room, that person will do most of the speaking. In general, meetings will be rather formal and always have a clearly defined purpose, which may include an agenda. There will be a brief amount of small talk before getting down to the business at hand. If you make a presentation, avoid making exaggerated claims. Make certain your presentation and any materials provided appear professional and well thought out. Be prepared to back up your claims with facts and figures. The British rely on facts, rather than emotions, to make decisions. Maintain eye contact and a few feet of personal space. After a meeting, send a letter summarizing what was decided and the next steps to be taken.

**Business Dress**

\* Business attire is conservative.  
\* Men should wear a dark colored, conservative business suit.   
\* Women should wear either a business suit or a conservative dress.  
  
**Greetings**

\* Shake hands with everyone at a meeting upon arrival.   
\* Maintain eye contact during the greeting.

**Titles**

\* Only medical doctors and the clergy use their professional or academic titles in business.   
\* Most people use the courtesy titles or Mr., Mrs. or Miss and their surname. (Mr. and Mrs. are words in the United Kingdom and do not require a period after them as they are not abbreviations.)   
\* If someone has been knighted, they are called 'Sir' followed by their first and surnames or 'Sir' followed simply by their first name.

\* Wait until invited before moving to a first-name basis.

**Business Cards**  
\* Business cards are exchanged at the initial introduction without formal ritual.   
\* The business card may be put away with only a cursory glance.  
  
**Business Gifts**  
\* Business gift giving is not part of the business culture.   
\* If you choose to give a gift, make certain it is small and tasteful.   
\* Good gifts include desk accessories, a paperweight with your company logo, or a book about your home country.   
\* Inviting someone out for a meal can be viewed as a gift

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[*http://www.dfat.gov.au/geo/united\_kingdom/*](http://www.dfat.gov.au/geo/united_kingdom/)

[*https://www.cia.gov/library/publications/the-world-factbook/*](https://www.cia.gov/library/publications/the-world-factbook/)

[*http://www.indexmundi.com/united\_kingdom/economy\_profile.html*](http://www.indexmundi.com/united_kingdom/economy_profile.html)

**4.1.2.5 THE NETHERLANDS**

* **GENERAL INFORMATION**

|  |  |
| --- | --- |
| LOCATION | Western Europe, bordering Belgium 450 km, Germany 577 km |
| AREA | 41,530 km² |
| CAPITAL | Amsterdam |
| LANGUAGE (S) | Dutch, the official language, is spoken by around 90% of the population. Around 350,000 people, or 2.2% of the population, speak Frisian as their first language, mainly in the northern province of Friesland, where it is recognized as an official language.  Turkish and Arabic are also spoken in the Netherlands, each by over 0.6% of the population. |
| CURRENCY | Euro |
| STATUS | The politics of the Netherlands take place within the framework of a parliamentary representative democracy, a constitutional monarchy and a decentralizedunitary state. |
| MAIN EXPORTS | Machinery and equipment, Chemicals, Fuel  Main export partners: Germany, Belgium, France, The UK, Italy |
| MAIN IMPORTS | Transport equipment, Chemicals, Fuels, Foodstuffs, Clothing  Main import partners: Germany, China, Belgium, The US, The UK, Russia, France |
| RELIGION | Roman Catholic 31%, Protestant 21%, Muslim 4.4%, other 3.6%, unaffiliated 40% |

* **KEY ECONOMIC INDICATORS**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Subject Descriptor | **Units** | **Scale** | **2007** | **2008** | **2009** | **2010** | **2011** |
| GDP, current prices | U.S. dollars | Billions | 783.692 | 874.906 | 795.937 | 780.719 | 840.433 |
| GDP per capita, current prices | U.S. dollars | Units | 47,838.63 | 53,198.73 | 48,151.04 | 46,988.82 | 50,355.47 |
| Inflation | Index |  | 148.518 | 151.801 | 153.28 | 154.705 | 158.537 |
| Unemployment rate |  |  | 3.576 | 3.066 | 3.728 | 4.458 | 4.5 |
| Employment | Persons | Millions | 8.25 | 8.441 | 8.445 | 8.358 | 8.342 |
| Population | Persons | Millions | 16.382 | 16.446 | 16.53 | 16.615 | 16.69 |

* **ECONOMIC OVERVIEW**

The Netherlands is a small, wealthy trading nation. With 16.6 million citizens it accounts for 0.2% of world population, 1.2% of world GDP and 3.6% of world trade. The Netherlands has the 16th largest economy and 7th largest financial sector in the world. It is the world's fifth largest exporter of goods (US$571.9b in 2010) and is the seventh largest importer of goods (US$516.7b in 2010). Trade accounts for almost one third of GDP, as do financial and business services, while industry and retail each account for around 14%. The Netherlands has a comparative advantage in the agro-food industry and agro-food production accounts for around 10% of GDP and about 20% of exports.

The Netherlands was hit hard by the global financial crisis in 2009 but has recovered well. Growth of 1.8% was recorded for 2010, and growth of 1.9% is predicted for 2011. The Netherlands played an important and influential role in the global response to the financial crisis, with many of its ideas and measures picked up by the EU and others, including the G20. The Netherlands sought stronger supervision of the international banking and finance industries, including strengthening of the IMF and other global financial institutions. It also urged the freeing of world trade to stimulate the global economy.

* **ETIQUETTE & CUSTOMS IN THE NETHERLANDS**

**Meeting and Greeting**

* The handshake is the common form of greeting. It is firm and swift, accompanied by a smile, and repetition of your name.
* Shake hands with everyone individually including children.
* Very close friends may greet each other by air kissing near the cheek three times, starting with the left cheek.
* Most Dutch only use first names with family and close friends.
* Wait until invited before moving to a first-name basis.

**Gift Giving Etiquette**

* If invited to a Dutch home bring a box of good quality chocolates, a potted plant, a book, or flowers to the hostess. Flowers should be given in odd numbers, but not 13, which is unlucky. Avoid giving white lilies or chrysanthemums, as these are associated with funerals. Gifts should be wrapped nicely.
* Wine is not a good gift if invited for dinner, as the host may already have selected the wines for dinner.
* Do not give pointed items such as knives or scissors as they are considered unlucky.
* Gifts are usually opened when received.

**Dining Etiquette**

Dining is fairly formal in the Netherlands. Table manners are Continental - the fork is held in the left hand and the knife in the right while eating.

* Remain standing until invited to sit down. You may be shown to a particular seat.
* Men generally remain standing until all the women have taken their seats.
* If you have not finished eating, cross your knife and fork in the middle of the plate with the fork over the knife.
* Do not begin eating until the hostess starts.
* Most food is eaten with utensils, including sandwiches.
* The host gives the first toast. An honored guest should return the toast later in the meal.
* Salad is not cut; fold the lettuce on your fork.
* Always start with small amounts so you may accept second helpings.
* Finish everything on your plate. It is offensive to waste food in the Netherlands.
* Indicate you have finished eating by laying your knife and fork parallel across the right side of your plate.
* **BUSINESS ETIQUETTE AND PROTOCOL IN THE NETHERLANDS**

**Building Relationships & Communication**

Many Dutch are familiar with doing business with foreigners since the Netherlands has a long history of international trade. They will want to know your academic credentials and the amount of time your company has been in business.

The business community is rather close and most senior level people know one another. Older, more bureaucratic companies may still judge you by how you are introduced so it is wise to have a third-party introduction if possible, although it is not mandatory. The important thing is to demonstrate how your relationship would be beneficial for both sides. The Dutch take a long-term perspective when looking at business, so be clear what your company's intentions are.

Since the Dutch value their personal time, do not ask them to work late or come in over the weekend if you want to foster a good working relationship. The Dutch are hospitable, yet this is often reserved for family and friends.  In business they tend to be reserved and formal.

They do not touch one another and appreciate it when those they do business with maintain the proper distance, do not demonstrate emotion or use exaggerated hand gestures.

The Dutch are extremely direct in their communication. They may sound blunt if you come from a culture where communication is more indirect and context driven. They do not use hyperbole, and likewise they expect to be told yes or no in clear words.

In general, ideas will be discussed quite openly at meetings, with everyone entitled to their opinion. Information is shared across departments and corporate strategies and goals are usually communicated to all employees, especially in more entrepreneurial companies. Decisions are often consensus-driven in these cases. Always appear modest and do not make exaggerated claims about what you or your company can deliver. Your word is your bond and making claims that later prove to be untrue will brand you as unreliable.

**Business Meeting Etiquette**

* Do not try to schedule meetings during the summer (June through August), as this is a common vacation period.
* Punctuality for meetings is taken extremely seriously. Being late may mark you as untrustworthy and someone who may not meet other deadlines.
* If you expect to be delayed, telephone immediately and offer an explanation.
* Cancelling a meeting at the last minute could jeopardize your business relationship.
* Meetings are rather formal in nature. Little time is spent on pleasantries.
* Meetings adhere to strict agendas, including starting and ending times.
* Do not attempt to deviate from the agenda.
* Maintain direct eye contact while speaking.

**Negotiations**

* The Dutch prefer to get down to business quickly and engage in relatively little small talk.
* Communication is direct and to the point, and may seem blunt.
* Make sure your arguments are rational as opposed to emotional.
* Use facts and figures to confirm your statements.
* Business is conducted slowly. The Dutch are detail-oriented and want to understand every innuendo before coming to an agreement.
* Decision-making is consensus driven. Anyone who might be affected by the decision is consulted, which greatly increases the time involved in reaching a final decision.
* Avoid confrontational behavior or high- pressure tactics.
* Once a decision is made, it will not be changed.
* Contracts are enforced strictly.

***Sources:***

[*http://www.kwintessential.co.uk/resources/global-etiquette/netherlands.html*](http://www.kwintessential.co.uk/resources/global-etiquette/netherlands.html)

[*http://www.dfat.gov.au/geo/netherlands/netherlands\_country\_brief.html*](http://www.dfat.gov.au/geo/netherlands/netherlands_country_brief.html)

[*http://www.imf.org/external/pubs/ft/weo/2012/02/weodata/index.aspx*](http://www.imf.org/external/pubs/ft/weo/2012/02/weodata/index.aspx)

[*https://www.cia.gov/library/publications/the-world-factbook/*](https://www.cia.gov/library/publications/the-world-factbook/)

**4.2 Appendix 2: Profile of Mission Participants**

The main Mission included three architects, three engineers from two companies, and three representatives of the cultural services/entertainment industry.

Below is a detailed description of each of the mission participants which was sent out to EU counterparts in B2B meetings as well as organizations.

Architectural services providers

* Jenifer Smith Architects Ltd.
* ACLA Works Limited
* Sharen Bidaisee

Engineering Companies

* Prudecon
* KS&P Limited

Cultural Service Providers

* Question Mark
* Jaimaster Productions
* Bonfire Entertainment

**4.2.1 Company name:** Jenifer Smith Architects Ltd.

**Name of representative**:

Jenifer Smith, Architect (Principal)

**Areas of specialization**:

Architecture, Interior Architecture, Master planning



**Type of business partners of greatest interest**:

* Targeting development companies interested in high-end projects in tropical regions, including eco-resorts, sport-related tourism and medical tourism facilities; educational buildings, office buildings and residential buildings including multiple occupancy and single family villas.
* Also interested in collaborating with other architects/construction professionals on projects in the Caribbean.

**Competitive advantage:**

* Has broad and high-level experience including working for 15 years in London, 5 years in Paris and 10 years in the Caribbean on a wide range of building types which have received a number of prestigious awards
* JSA has worked closely with international clients, architects and consultants and keeps informed about contemporary design, building technology, issues of sustainability and best practice to inform the work of her practice.
* JSA has significant experience collaborating with foreign partners.
* JSA has a clear understanding of what is required to deliver high quality projects within defined timescales and budgets and the experience to lead this process when required to do so.
* Working out of Trinidad JSA can offer competitive rates with lower overheads.

**Other resources/capabilities**:

* JSA office provides full suite of computer aided design from conceptual to full working drawings using the latest software in Archi-CAD, Photoshop, Sketch Up, Rhino etc. as well as latest Administrative and Project Management software to prepare, co-ordinate and track detailed construction documents, reports and schedules.

**Contacts:**[www.js-arch.com](http://www.js-arch.com), [info@js-arch.com](mailto:info@js-arch.com), Skype: jeniferm61

**4.2.2 Architect Name:** Sharen Bidaisee (Independent Registered Professional)



**Areas of specialization**:

Full range of architectural services

**Type of business partners of greatest interest**:

* Working with small to medium sized architectural companies looking for regional partners to provide design and production services, consultancy on local requirements, or local representation.
* Can act as the local Architect of Record for a foreign design firm, or collaborate with foreign firms on design and production both in Trinidad or internationally.
* We can provide remote support in Briefing and Research (local or regional), Design Conceptualization, Design Development, Detailed Design Production, Construction Administration (local or regional), Liaising with Local Clients, Consultants, Contractors, Suppliers and Statutory Bodies.

**Competitive advantage:**

* Broad in-depth experience on a range of projects including high-end retail, library, university campus, master planning, light industrial, government administrative office, house of parliament, commercial office and residential.
* Internationally recognized professional degree, local professional registration, and experience in the USA, Trinidad, Barbados and Grenada.
* Key experience includes a previous Directorship at a medium sized 40-year old well recognized Architectural practice in Trinidad, successful collaboration with an Architectural practice in Trinidad and with an Architecture firm in Grenada on competitions and design development.
* We also have a focus on excellence in quality of design, excellence in visual and verbal communication and presentation, flexibility in services, mobility.

**Other resources/capabilities**:

* Fluency with a holistic combination of relevant software skills to independently produce quality design documents for all stages of project delivery including 3d modeling and rendering, detailed construction documents, page layout and graphic presentation, document templates.
* Locally Registered Architect, Master of Architecture (professional degree – USA), access to and familiarity with ICC International Building Code 2012, NFPA, Metric Handbook for Planning and Design, Architectural Graphic Standards, in-depth hands-on proficiency in Adobe Creative Suite (Photoshop, Illustrator, InDesign), SketchUp, rendering with Kerkythea, AutoCAD, Microsoft Office (Word, Excel, PowerPoint, Entourage), Mac OSX operating system and Windows 7.

**4.2.3 Architectural Company name**: acla:works



**Name of representative**:

Gary Turton, Architect, CMO

**Areas of specialization**:

* Architectural services

**Type of business partners of greatest interest**:

* Architectural and engineering firms or contractors interested in working in the Caribbean or in 3rd countries and who need partners.

**Competitive advantage:**

* Expertise and understanding of the Caribbean region, history, climate, geography, social and legal aspects of designing and building in the Caribbean.
* Team members are also LEED Green associates and have a strong focus on sustainability.
* Also our experience in Building Information Modeling (BIM) also places our expertise in coordinating complex buildings at a high level.

**Other resources/capabilities**:

* Team members studied in UK, expertise in tropical design, and experience in working with UK and USA firms.

**Contacts:**[www.aclaworks.com](http://www.aclaworks.com), gary@aclaworks.com

**4.2.4 Engineering Company name**: Prudecon

**Name of representative**:

Dwight Pollonais, CEO



**Areas of specialization**:

* Consulting Engineering with capabilities in structural, civil, mechanical, electrical, energy and environmental engineering in the Building and Energy Sector.
* Dwight has specialties in the field of Earthquake Engineering, Seismic Retrofitting and Reliability Analysis from his training at one of the world's premier educational institutions Imperial College London.

**Type of business partners of greatest interest**:

* Developers, Architectural and Engineering Companies in the building and energy sector interested in doing work in the Caribbean Region looking for a strategic partner with intimate knowledge of the local environment.
* In addition, we are interested in working with any of the previously mentioned companies that may be similarly looking to create an economically viable option for the outsourcing of works of a similar nature.

**Competitive advantage:**

* Intimate knowledge of international codes such as Euro codes and American Standards, and expertise in sustainable and green design and have completed several projects that incorporate the use of these skills.
* The organization leverages the use of technology to increase quality, improve versatility and build efficiency not only in terms of delivery of projects but also within the organization itself, translating into benefits for our Clients.

**Other resources/capabilities**:

* Diverse experience of staff with expertise in various fields in addition to engineering such as real estate development and finance.
* Strategic relationships with leading specialists to ensure that any project needing relevant resources can be realized.

**Contact information:**[www.prudecon.com](http://www.prudecon.com), [Dwight.pollonais@prudecon.com](mailto:Dwight.pollonais@prudecon.com)

**4.2.5 Engineering Company name**: KS&P Limited





**Name of representatives**:

Michelle Mohess

Darren Sirju, Director

**Areas of specialization**:

* Civil and Structural Consulting Engineering and Project / Construction Management Services

**Type of business partners of greatest interest**:

* Design-build contractors, structural engineers, architects, project managers, developers and those in the field of light manufacturing and roads/infrastructure.

**Competitive advantage:**

* Familiar with both European and American Design Codes. Experience in the design of structures for environmental hazards (Earthquake, hurricane, blast).
* Possess an understanding of the sensitivities between Architect-led teams contractor-led teams. Knowledge and experience in the use of BIM systems and associated software. Timely delivery of high quality and professional work.

**Other resources/capabilities**:

Team members are trained in UK and in Canada

**Contacts:**[www.kspltd.com](http://www.kspltd.com), [michelle.mohess@kspltd.com](mailto:michelle.mohess@kspltd.com)

**4.2.6 Cultural Service Company name**: Question Mark



**Name of representative**:

Simon Baptiste

**Areas of specialization**:

* Management and Booking Agency specializing in Entertainment Consultancy, Talent buying, film and television production promotion, event staging

**Type of business partners of greatest interest**:

* During the Mission to the EU, Question Mark would like to meet Festival Operators, Radio Programme Directors, Management and Booking Agencies.
* Question Mark wants to get involved in European festivals and get artistes on the playlist of radio stations that play world beat music.

**Competitive advantage:**

* Our company’s advantage over our competitors is our very structured and organized team. Similar agencies in our local market do not have an office base in Trinidad.
* We have a network base that extends to Florida, New York, Los Angeles and London.

**Other resources/capabilities:**

* We were the first company to broker a reality television show in Trinidad and Tobago.
* We facilitated the production of the MTV reality show, “Real world vs. Road Rules Challenge” (17 episodes in Tobago), Project Runway, Snoop Dogg, Jamaican artistes.
* We cater to an eclectic mix of entertainment sector activities.
* We provide consultancy services in the U.S regarding projects in the entertainment sector and deal with entrepreneurs, attorneys and people who are investigating a way forward in working in this market.

**Contacts:**[sbaptiste@questionmarkent.com](mailto:sbaptiste@questionmarkent.com), [www.questionmarkent.com](http://www.questionmarkent.com)

**4.2.7 Cultural Services Company name**: Jaimaster Productions

**Name of representative**:



Rikki Jai

**Areas of specialization**:

* Artiste and Management Agency in Chutney, Soca, Calypso, Reggae, Ballads, and Dance

**Type of business partners of greatest interest**:

* During the Mission to the EU, Rikki Jai would like to meet Festival Operators, Radio Programme Directors, Management and Booking Agencies.
* Would like to get involved in European festivals and get on the playlist of radio stations that play world beat music.

**Competitive advantage:**

* Rikki Jai works with the fusion of Indian and African music and is incorporating world beat in his work.
* He already has exposure in the EU market.
* He has the advantage of being both an artiste and a management and booking agency.

**Other resources/capabilities:**

* He is equipped with an Electronic Press Kit (EPK) ready for the Mission.

**Contacts:**[www.rikkijai.com](http://www.rikkijai.com), myspace.com/rikkijai, [rikkijai@gmail.com](mailto:rikkijai@gmail.com), [www.rikkijaimusic.com](http://www.rikkijaimusic.com)

**4.2.8 Company name**: Bonfire Entertainment

[](http://www.google.com.jm/imgres?hl=en&sa=X&tbo=d&qscrl=1&rlz=1T4SNNT_enUS392JM392&biw=1821&bih=720&tbm=isch&tbnid=pFvHno19rVZC7M:&imgrefurl=http://www.facebook.com/CollisDuranty/timeline?filter=2&docid=VyW0AynAmIRTYM&itg=1&imgurl=http://external.ak.fbcdn.net/safe_image.php?d=AQCONs9XllxpBZx3&url=http://d27ylsxkm6728c.cloudfront.net/w/300/h/300/q/85/upload/images/extaudio/c88ba107-733b-427f-b60d-4727744cf618.jpg&jq=100&w=300&h=300&ei=hj_BULWlOIGO8wSXr4GIBQ&zoom=1&iact=hc&vpx=958&vpy=2&dur=4191&hovh=225&hovw=225&tx=93&ty=95&sig=100975645939968563796&page=2&tbnh=147&tbnw=164&start=45&ndsp=68&ved=1t:429,r:51,s:0,i:239)

**Name of representative**:

Zakri Esau

**Areas of specialization**:

* Management and Booking Agency and songwriting

**Type of business partners of greatest interest**:

* During the Mission to the EU, Zakri Esau wants to meet Festival Operators, Radio Programme Directors especially in World Music, Management and Booking Agencies, and those interested in Songwriting and Publishing.

**Competitive advantage:**

* Bonfire has a collection of music from acclaimed songwriter Collis Duranty who has recorded three albums of original material and has written for Tarrus Riley and Morgan Heritage.

**Other resources/capabilities:**

* He is equipped with an Electronic Press Kit (EPK) ready for the Mission.
* **Contacts:**[www.collisduranty.com](http://www.collisduranty.com), [bonfireent@gmail.com](mailto:bonfireent@gmail.com), Twitter: @collisduranty, [www.facebook.com/collisduranty](http://www.facebook.com/collisduranty)

**4.3 Appendix 3: Programme/Meeting Itinerary for the Five Countries in Mission to the EU**

**4.3.1 Programme for Mission to Malta September 24-25**

|  |  |  |  |
| --- | --- | --- | --- |
| **MONDAY 24TH SEPTEMBER 2012** | | | |
|  | **ARCHITECTS & ENGINEERS** |  | **ARTISTS** |
|  |  |  |  |
| 11.00 | Meeting with **Dr Jacqueline Tanti-Dougall** and **Dr Michael Tanti-Dougall** of **Advocates Tanti-Dougall & Associates** as well as Directors of **Ebony & Ivory Co. Ltd.**  Introduction: *Malta as a centre of excellence for corporate, commercial, legislative and tax advantage*. | | |
|  |  |  |  |
| 12:15 | Transport leaves Hotel | 12:00 | Transport leaves Hotel |
| 12:45 | Visit to **Blokrete Co. Ltd**, construction company & contractors at Lija  Meeting with **Managing Director, Dr Joseph Fenech, Mr. Daniel Portelli** - Company Architect & Civil Engineer   * Tour of Factory * Presentation | 12:30 | Meeting/Lunch with **Dr. Nigel Camilleri**, **Director ofNng Promotions Ltd** at Sliema organizers of mega concerts with the participation of international artists |
|  |  |  |  |
| 14:00  14:15 | Transport leaves Blokrete Co. Ltd in Lija  Visit to **QPM Ltd** in Floriana   * Meeting with **Architects Davis Xuereb –**CEO and **Ivan Cachia -** Architect, Snr Manager - Project & Business Development * Presentation on *Quality Project Management* in relation to hotel construction and engineering and other foreign projects. | 14:00  14:15 | Transport leaves Sliema  Visit to **Malta Film Commission** in Birgu   * Meeting with **Film Commission Peter Busuttil** and Manager * Presentation |
|  |  |  |  |
| 15:15  15.15 | Transport leaves QPM Ltd in Floriana  Meeting at **Cassar, Grech & Ebejer Architects and Civil Engineers Studio** at B`Kara with **Mr. Joseph Cassar - Architect (Managing partner**)   * Presentation | 15:15  15:30 | Transport leaves Malta Film Commission in Birgu  Visit to **Media Link Communications Ltd** to be hosted by DJ on **Radio 101** live music program |
|  |  |  |  |
| 17.00  17.15 | Transport leaves B`Kara to return to Le Meridien Hotel St. Julians   * Meeting at Le Meridien with **Civil Engineer Frederick Azzopardi** * Presentation |  |  |
|  |  |  |  |
| 19:30 | Transport leaves Hotel for Dinner at **Ferretti Restaurant** in Qajjenza for all members of the delegation together with a few selected guests. | | |

|  |  |  |  |
| --- | --- | --- | --- |
| **TUESDAY 25TH SEPTEMBER 2012** | | | |
| 09:30 | Transport leaves Hotel | 9:30 | Transport leaves Hotel |
| 10:00 | Visit to **New Power Station at Delimara**   * Meeting with **Engineer George Portelli et** * Tour of Power Station * Presentation | 10:00 | Visit to **St. James Cavalier (Centre for Arts)** in Valletta   * Meeting with **Mr. Michael Fenech,Chairman - Centre for Arts in Valletta**& Meeting with Manager * Tour of St. James Cavalier * Presentation |
|  |  |  |  |
| 13:00 | Visit to **Malta Freeport at Kalafrana**   * Meeting (1) with Engineer * Meeting (2) with **Architect Mr. Joe Bugeja** * Tour of Freeport * Presentation | 11:45 | Visit to **Manoel Theatre** (one of the oldest theatres in Europe) in Valletta - **Mr. Michael Mangion** - PR and Marketing Manager   * Presentation |
|  |  |  |  |
| 15:45 | **Guided Tour** of Maltese Islands –**Visit to Old City of Mdina** | | |
|  |  |  |  |
| 18:00 | Return to Hotel from Tour |  |  |
|  |  |  |  |
| 19:00 | Transport leaves Hotel to **Marina Hotel at Corinthia Beach Resort St. Julians.Networking Reception** for all members of the delegation. Invitees will include:  Architects, Engineers, Artists, Contractors, Members from the legal profession and Judiciary, Film Industry, Diplomatic Corps, Business Community, Accountants and Auditors, Travel Agencies & Cruise Liners operators, the Malta Tourism Authority, the Malta Enterprise and from the banking sector. | | |

**4.3.2 Programme for Mission to Germany**

**Date: 26-28th September 2012**

**Activities for Wednesday September 26th**

|  |  |  |
| --- | --- | --- |
| Time | Venue | Participants from the Berlin/Hamburg |
| 1:00 pm | Berlin Tegel Airport | Taxi Drivers (2) |
| 3:00 pm | German Chamber of Industry and Commerce, Breite Straße 29  10178 Berlin  Germany | Mr. Oliver Parche  Head, North and Latin American Department and representatives from the architecture/engineering and cultural services  Dr. Mark Heinzel - International Economic Affairs Advisor for Development Cooperation) |
| 6:00 pm | Holiday Inn Express | Dr. Chris Dettmering - Tivaris Advisory Services GMBH Mr. Hanns Martin – Film Industry Expert(Lawyer) |

**Activities for Thursday September 27th**

**B2B Meetings for Architects and Engineers**

|  |  |  |
| --- | --- | --- |
| Time | Venue | Participants from the Berlin/Hamburg |
|  |  |  |
| 10:00 | Schönhauser Allee 151  10435 Berlin.  We are located in East Berlin - 20 minutes’ drive by cab.  The office is located at ground floor level, entrance right on the street. | Mr. Mathis Malchow, **Designyougo - architects and designers**  Mathis and Sebastian founded Designyougo in 2009. The office's main focus and aim are outstanding, fully customized design and high-quality architecture from the first sketch to completion. "Designyougo" also stands for a customer orientated and efficient working method, which both Mathis and Sebastian came to appreciate working in London for Foster + Partners. They have been involved in the design of many key projects, including 'Crystal Island' in Moscow, 'New Holland' in St. Petersburg and 'South Beach' in Singapore, ‘New Holland' in St. Petersburg, 'Queen Alia Airport' in Jordan and 'South Beach' in Singapore. |
| 11:30 | Reuter Schoger   Architekten  Innenarchitekten Reichsstraße 108   D-14052 Berlin (not far from Hotel) | Mr. Reuter  Reuter Schoger   Architekten  Innenarchitekten BDIA (Architecture and Interior Design)  Will also invite a structural engineer  Specialize in hotels, medical wellness, museums, habitation, sustainable kind of planning, responsible for all aspects of life, design, culture, religion (will invite others if possible).  The opportunity is strategic alliance and being their representatives in the Caribbean where they have no connection at the moment |
| 3:30 | Tectur, Pariser Street 44, Western Berlin10707, 5th Floor | Peter Wenz, Tectur  tel. 443032521158 |

B2B Meetings for Cultural Services

|  |  |  |
| --- | --- | --- |
| Time | Venue | Participants from the Berlin/Hamburg |
| 11:00 | Holiday Inn | **Carnival Fever Entertainment** Hendrik Sievert Kastanienallee 61 10119 Berlin mobile: +49 177 523 2624 www.carnivalfever.de  Hendrik knows the whole music scene in Berlin and we will proceed with a programme based on his advice. His wife works for a company that manages big artists in Germany and will also offer direction |
|  | Haus der Kulturen der Welt (House of World Cultures) | Detlef Diederichsen - Head of Music and Performing Arts |
| 16:00 | Radio multicult.fm Marheineke Markthalle, Galerie links Marheinekeplatz 15 10961 Berlin | Ms. Brigitta Gabrin  Meeting and possible interview at this radio station |
|  | Global Music Academy | William Ramsey - Artistic Director |
| 17:30 | **Holiday Inn Express**  Berlin City Centre West Kurfurstenstrasse 78 10787 Berlin Germany  Tel. +49 (0) 30-688 3190 | **Tommy Dollar & Spider** Caribbean Invasion and City Lock Events +49 176 821 18777 |

**Activities for Friday September 28th**

**B2B Meetings for Engineers and Architects**

|  |  |  |
| --- | --- | --- |
| Time | Venue | Participants from the Berlin/Hamburg |
| 9am | Mommsenstraße 64  10629 Berlin Tel 030 886 83 206 Fax 030 886 83 216  [info@bda-berlin.de](mailto:info@bda-berlin.de)  [www.bda-berlin.de](http://www.bda-berlin.de/) | Mr. Kaup (Chairman)  The BDA LV Berlin is one of 16 regional associations of the German Federal Structure of Architecture; it was founded in 1903, and is a member of the UIA (International Union of Architects) and the ACE (Architects Council of Europe).  The BDA LV Berlin is a professional association of elite freelance architects and urban planners and focuses on encouraging architecture that is socially responsible and in harmony with the other arts. |
| 10am | Charlottenstrasse 95 10969 Berlin Deutschland  T: +49 30 259 229 70       F: +49 30 259 229 71 | Magma Architecture – Lena Kleinheinz  Magma architecture - founded in 2003 by Martin Ostermann and Lena Kleinheinz - is an award-winning, multidisciplinary practice operating at the interface between architecture, design and communication. We specialize in creating visionary landmark buildings, spectacular temporary structures and expressive interiors. The studio has extensive experience working for both public and private clients in the cultural, sport, residential and commercial sectors. Magma’s clients are people who want something different, something that gives them a real identity.  Awards: 2008 Contractworld Award, 2007 AR Awards for Emerging Architecture |
| Lunch |  |  |
| 3:00pm | Holiday Inn Express  (Contact: Construction Sector Association Export, c/o Hauptverband der  Deutschen Bauindustrie e. V.  10898 Berlin (+49 30) 2 12 86-2 68  Mobile: +49 1712779315    frank.kehlenbach@bauindustrie.de) | Mr. Frank Kellenbach  Specialist for the international construction market and will address issues relating to the prospects for the European construction industry to work in the Caribbean and how can they overcome the difficulties in accessing the Caribbean market!  (Our suggestion is through the use of strategic alliances.) |
| 5:15pm | Holiday Inn Express  (Contact: Construction Sector Association Export, c/o Hauptverband der  Deutschen Bauindustrie e. V.  10898 Berlin (+49 30) 2 12 86-2 68  Mobile: +49 1712779315    frank.kehlenbach@bauindustrie.de) | Mr. Kauschke (On West Side of Berlin)  AKP Architekten Kauschke + Partnerwas founded in 1991 in Berlin and in 2003 was nominated for the DEUBAU Award. Company offers you complete conceptual, substantive, financial and technical architect, general contractor, engineering and town planning services from design to approval and implementation planning for tendering, contracting, construction management, billing and key delivery and s  upport for real estate analysis, buying behavior and financing.  AKP Architekten Kauschke + Partner Hohenzollerndamm 12 10717 Berlin-Wilmersdorf Telefon: +49. (0)30. 862 20-51 E-mail: info@architekten-kauschke.de Internet: www.architekten-kauschke.de |
| 5:15pm | Holiday Inn Express  (Contact: Construction Sector Association Export, c/o Hauptverband der  Deutschen Bauindustrie e. V.  10898 Berlin (+49 30) 2 12 86-2 68  Mobile: +49 1712779315    frank.kehlenbach@bauindustrie.de) | Timm Schonberg |

**B2B Meetings for Cultural Services**

|  |  |  |
| --- | --- | --- |
| Time | Venue | German participants |
| 9:00 |  |  |
|  | Caribbean German Chamber of Commerce | Dennis St Louis |
|  |  | Daniel Best (owner of a club in Berlin) |
| 11:30 |  |  |

4.3.2  **Mission to France September 29 to October 1, 2012**

**Activities for Saturday 29th September**

**B2B Meetings for Cultural Services**

|  |  |  |
| --- | --- | --- |
| **Time** | **Venue** | **Participants from the France** |
|  | Full Force Production | Eric Laporte |
|  | Studio des Varietes | Florence Cabret |
|  |  |  |

**Activities for Sunday 30th September**

|  |  |  |
| --- | --- | --- |
| **Time** | **Venue** | **Participants from France** |
|  | Free to look around Paris |  |

**Activities for Monday 1st October**

**B2B Meetings for Architects and Engineers**

|  |  |  |
| --- | --- | --- |
| **Time** | **Venue** | **Participants from France** |
| 8:30 | Paris Rive Gauche – Semapa Avenue de France, 75013 Paris | Paris Rive Gauche (A Management Company)- **Architects & Engineers**Gilles de Mont-Marin, Architect DPLG  Ambassador, Alain, Gary, Dwight, Darren, Jenifer, Sharen, Nirad, Ramesh, (Cam.1), (Cam2) |
| 10:00 | AFEX Offices, Paris  AFEX promotes French architectural and urban management throughout the world.  AFEX is an association of a hundred architects whom, together with engineers, urban planners, landscape architects, interior designers, surveyors and industrialists pool their experience to promote French savoir-faire throughout the world.  Founded in 1996 with support from the Ministry for Culture and Communications, AFEX :  - promotes French savoir-faire by supporting its members’ participation in international events: exhibitions, trade fairs, shows…  - participates in the provision of French architectural services - participates in the provision of French architectural services - collates and records members’ projects by country and type on a website database available to the public (www.archi.fr/AFEX)organizes numerous events with institutional and private partners in France and overseas co-ordinates information   * diffuses and shares experience within its network collaborates with Ubifrance and 163 Trade Offices in 127 countries (organization of trade missions, seminars and the diffusion of international tender call details) * introduces international clients to qualified French professionals | Madeliene Houbart  Partners with Conseil National de L’Ordre des Architectes (CNOA)  Jenifer, Nirad,(Cam.2) |
| 11:00 AM | Valode & Pistre  115 Rue du Bac Paris, 7ème.  Valode & Pistre architects is an international architectural design firm having expertise as well in the fields of urban design, interior design and engineer services. Founded in 1980 by the current managing partners and longtime friends, Denis Valode and Jean Pistre, the firm entered upon a new phase of its career in 1992, when the architects received the Equerre d'argent prize of the journal Le Moniteur for the L'Oreal corporate headquarters outside Paris. Their predominantly large-scale projects are distinguished by their high degree of diversity. For some years, Valode & Pistre have not only been practicing in France, their native country, but also in Germany, Italy, Great Britain, Russia, Mexico, China, and elsewhere." "The firm's philosophy is built around progressively acquired principles distilled from specific project experience. For Denis Valode and Jean Pistre, an architectural project is a social act for both client and user, an act based upon original research and reflection, an act of creation in response to a specific program and site." | Meeting with French Architects  Alain, Gary, Dwight, Darren, Jenifer, Sharen, Nirad, Ramesh (Cam.1)  Denis Valode - Partner  Stéfane Ferrier - Director of Development |
| 1:45 pm | VINCI Construction 5 Cours Ferdinand de Lesseps 92500 RUEIL-MALMAIS  VINCI Construction France, the leading French building and civil engineering company, makes available to local authorities and public operators comprehensive expertise covering design, financing, execution and maintenance of construction and development projects. Its exceptionally close-knit network of 370 profit centers lends it optimum geographical coverage. They have done projects in Trinidad and Tobago, Jamaica and The Dominican Republic. | Francois Chevalier Directeur Commercial Batiments –  Architects and Engineers  Tel: 0147163500  Joseph Attias - Directeur de l’ingenierie  Alain, Gary, Dwight, Darren, Jenifer, Sharen, Nirad, Ramesh (Cam.1) |
| 3:00pm | Ingerop Engineering  168 Boulevard du Verdun, 92400 Courbevoie  **The INGÉROP Group was born in 1992** from the merger of INTER G and SEEE, two technical engineering companies on a complementary path:   * **INTER G, created in 1945**, specializing in power stations, hotels, hospitals, and, from the 80s, also tramways, then, reacquired by GTM, in 1984, in order to develop its turnkey activity, * **SEEE, founded in 1962** by Francis Germain within the GTM group to be its technical studies department for structures and complex structures, and which grew into the fields of managing large linear infrastructure projects, urban transport networks, buildings and industrial installations.   The newly combined company, constituted under the name INGÉROP, is multi-disciplinary and strongly anchored in territorial terms  The INGÉROP Group is owned entirely by more than 200 executives and by a Collective Employee Shareholding Scheme, open to all of its French employees. Its staff increases to 1,450 colleagues of which more than 200 are abroad; for the most part in southern African, north Africa and Europe | Courbevoie near la Défense. Meeting with French Engineers  Alain-Pierre Gresil - Membre du Directoire  Frederic Le Clezio-Coron - Project Manager  Alain, Gary, Dwight, Darren, Jenifer, Sharen, Nirad, Ramesh (Cam.1) |
| 5:00 pm | Office of Atelier Christian de Portzamparc - 1 Rue de l’Aude 75014 Paris  One of France’s leading Architects  Christian de Portzamparc was born in Casablanca in 1944 and received the Pritzker Prize for architecture in 1994, followed by the Great Urbanism Prize in 2004. Christian de Portzamparc created his agency in 1980, and today it is a cohesive team of 90 people with offices in New York and Rio de Janeiro in addition to ‘satellite' offices near building sites. In 2006, the "Collège de France" created a 53rd chair, that of "Artistic Creation », and called on Christian de Portzamparc to be its first occupant. This month, the English version of his well-known publication "Voir Écrire", conversations between Christian de Portzamparc and Philippe Solers, has been released in the United States, entitled Writing and Seeing Architecture. Based in Paris, he has constructed worldwide. From simple buildings to urban re-think, the town is a founding principal of his work, which develops in parallel, and in crossover, along various major lines | A group of French Architects  Christian de Portzamparc - Owner and Founder  Alain, Gary, Jenifer, Sharen, Ramesh (Cam.1) |
| 6:00pm | Chambre de l’Ingenierie et du Conseil de France  C/° CICF, 4, Avenue du Recteur POINCARE, 75016 PARIS.  Chamber and Engineering Council of France is a business federation representing and negotiating national collective agreement called CICF-Syntec professional branch of Engineering Council and Informatics. | Several French Engineers  Mr. Xavier Roiret - Delegue Generale,  Ms. Sylvie Raspillere - Deleguee Intersyndicale,  Mr. Dominique Sutra Del Galy – President  Salle CONSEIL  6 to 6.30 Welcome (Dominique) and presentation CICF (Xavier)  6.30 – 6.45 presentation TTCSI (Nirad)  6.45 – 7.15 individual presentations and wishes  7.15 – 7.25 Conclusion and aperitif  Dwight, Darren, Alain, Noel, Nirad, Ramesh (Cam.1) |
| 7:30pm | Restaurant (dining and socializing)  LE DOME  3 Avenue Théophile GAUTIER  750016 PARIS  Inclusive rate per person: 32.- € TTC (BORDEAUX, café, tax and service all included) | The whole team (excluding Entertainers)  Ambassador, Alain, Nirad, Gary, Jenifer, Sharen, Ramesh Dwight, Darren, Alain, Noel, Ramesh, Denise, (Cam.1) |

**B2B Meetings for Cultural Services**

|  |  |  |
| --- | --- | --- |
| **Time** | **Venue** | **Participants from the France** |
|  |  | Azimuth Productions  Bernard Batzen |
|  |  | Nuno Pereira –  Manager of Star Entertainment |

**4.3.4 Mission to the UK October 2-3, 2012**

|  |  |  |  |
| --- | --- | --- | --- |
| **B2B Meetings for Architects** | | | |
| **Oct 2nd** | 11:30 | RIBA HQ | Three (3) Architectural firms and 20 persons from the Construction Industry |
|  | 14:30 | RIBA HQ |  |
|  |  | BDP London office | Michelle McDowell  John Bear |
| **B2B Meetings for Cultural Services** | | | |
|  | 11:30 | RIBA HQ | 5 persons from the Entertainment industry came for B2B meetings |
|  | 14:30 | The Notting Hill Carnival Trust | Meeting with Kemi Sobers (Notting Hill Carnival) |
| **Caribbean Social B2B Meeting at RIBA** | | | |
| **Oct 2nd** | 6:30 –  10pm | RIBA Headquarters | Service providers and professionals from both UK and T&T, TTCSI Delegation, High Commissioner’s party, RIBA Officials and members, film crew, A-Z Consultants |
| **B2B Meetings for Architects** | | | |
| **B2B Meetings for Engineers** | | | |
| **Oct 3rd** |  |  |  |
|  | 9:30 | Building Research Establishment (BRE) in Watford. | BRE Group  Dr Deborah Pullen - Head, Knowledge Transfer Section |
| **B2B Meetings for Cultural Services** | | | |
| **Oct 3rd** | 9:00 – 11:00 | RIBA | Meetings with Alvin Vernon - Reggaetivity and Wendell Clement - Poison UK |

**4.3.5Programme for Mission to Netherlands - October 4-5, 2012**

**Activities for October 4th 2012**

|  |  |  |  |
| --- | --- | --- | --- |
| **Time** | **Venue** | **Event** | **Participants** |
| 1:30 - 5:00 |  | Spiceland Entertainment  rondelheyliger@gmail.com  <http://www.facebook.com/deejay.spice1>  <http://www.facebook.com/clubuniq> Amsterdam  Tel: (+31) 647156533 Tel Aruba (+297) 6307323 BB Pin: 22EFFF03 | Cultural Services Providers  Rondel Heyliger a.k.a. The Spiceman(ex Deejay Spice) |
|  |  | Keti-Koti Festival - Ivette Forster  Tel: 31 20 463 6572  Amsterdam Roots Festival  [frans@melkweg.nl](mailto:frans@melkweg.nl)[info@amsterdamroots.com](mailto:info@amsterdamroots.com)  31 205 318 181 (confirm Sep 25)  De Affaire Festival  http://www.de-affaire.nl/  Godfried Verstegen, Artistic Director  0031624863344 (Call Sep 25) | Ivette Forster  Vincent Soekra |
|  |  |  | Lou Prince |
|  |  | JMR (festival organization Metropolis festival); | Jasper Scholte - |
|  |  | Pepijn van Amersfoort - jong RRKC | Danny Elmendorp |
|  |  |  | Witteveen + Bos (Engineering)  A.H. Deekens - Caribbean Regional Manager |
|  |  |  | Grontmij (Engineering)  J.M. Wezenbeek - Senior Consultant |
|  |  |  | Amoksi Architectuurs  Mr. Paul Amoksi |
|  |  |  | Roeleveld-Sikkes Architects  Mr. Jannis Cappon |

**Activities for October 5th 2012**

|  |  |  |  |
| --- | --- | --- | --- |
| **Time** | **Venue** | **Event** | **Participants** |
| 9 AM - 4: 00 PM | Amsterdam | Dutch Jazz and World Meeting | Cultural Services Providers |
|  |  |  | Radio Amor FM (Rotterdam)  Mr. Kries Bandhoe |
|  |  | Belgian Music Festival “Antilliaanse Feesten | Mr. Louis Vershueren - Director |
| 5 Oct 2012 | Rotterdam, The Netherlands | The Urban Development Division of the City of Rotterdam | * Esther Van der Werf - Architect & Urban Planner |

**4.4 Appendix 4: Feedback from Mission Participants: Architects and Engineers**

**4.4.1 Overview/Introduction**

The visits to each country had the following typical structure:

* Participants would be located in a hotel as central as possible in each city
* A schedule of pre-arranged meetings (arranged by A-Z Information Jamaica and on-the-ground teams) would be circulated to participants prior to visits. In most cases the Engineers and Architects were scheduled to meet the same companies as a group. Each meeting was scheduled to last approximately 90 minutes.
* Participants would travel to the meetings by taxi, arranged buses, rail, or foot depending on the location of the venue. Some meetings took place in the Participants’ hotel but in general the idea was to have the participants see some of the city as well as the facilities of those with whom they met.
* Participants executed the meetings according to the schedule and were always accompanied by a member of the Consulting Team and/or a representative of the TTCSI. In addition, at least one member of the film crew (that was participating in the Mission for the purpose of creating the Documentaries of the process) attended each meeting. It was quite interesting that despite not being forewarned, the companies visited did not object to having the meetings filmed.
* In each country, except for Germany, there was a reception or group dinner aimed at having social B2B meetings in a more relaxed environment. In Malta, London and The Netherlands, these took the form of full-fledged receptions attended by High Commissioners and high level officials and representatives of important organizations. In Paris, it took the form of a dinner arranged by the Institute of Engineers.

**4.4.2 Main Findings of Architects and Engineers**

In this section of the report, there will be an examination of the experiences and findings of the Architects and Engineers because these Mission Participants were typically grouped together for meetings given that they are from the Construction Industry. Section 4.0 will address the findings relating to the Cultural Services Professionals.

**4.4.3** **General Information**

It should be noted that in the case of the Engineers, there were always only two (2) Engineers on the Mission even though three (3) Engineers were a part of the Mission. There was one (1) firm which sent two (2) Engineers on the Mission but they never overlapped in the sense that one (1) was a part of the Mission in Malta and Berlin and left after Berlin. The other joined the Mission for the visits to Paris, the UK and The Netherlands.

Visiting the EU was not new to this group. Whilst they were all first time visitors to Malta, they had all visited Paris and London before. One member of this group had visited Berlin previously whilst two had visited The Netherlands previously.

The Group attended a series of meetings in each EU country after which they were asked in a post -Mission Evaluation to rate each meeting attended. With respect to each meeting, they were asked to assess each (if they attended) based on the following criteria:

* waste of time
* little or no prospects
* possible prospects
* business relationships formed as a result of the meeting
* Other (comments)

They were also asked to identify the things which stood out in each EU member state visited.

**4.4.4** **Malta**

The Group spent two (2) full days (24th - 25th September) in Malta. The Architects and Engineers as a group had four (4) meetings and two (2) tours there. The Mission participants were hosted by Michael and Jackie Tanti-Dougall, prominent Maltese Lawyers, who arranged all the meetings and events.

**Overall Assessment of Meetings /Tours**

The meeting which stands out in Malta was the meeting with QPM Limited - an Architectural firm. Four (4) of the five (5) Participants felt that there were possible business prospects for them going forward. In terms of identifying specific opportunities, it was felt that QPM's scope of services is aligned to their companies and the fact that QPM actively exports to other regions and while doing so hires local architectural firms. Furthermore, QPM has responded well to business challenges, which shows the flexibility of the organization.

It was generally felt that there were little or no prospects with respect to the other companies met in Malta. However, the Participants learned from visits to:

* One company which makes its operations sustainable, environmentally friendly and innovative in terms of the variety and design of the blocks which it produced
* A representative of the Architects Association who gave an insight into the role of the Architect in Malta as well as the information on the Registration Act and the context in which they (Architects) operate.

In terms of the two tours to the Power Plant and the Freeport respectively, it was felt that these two areas did not align with the businesses even though it was interesting to see them in a general sense but they did not present any specific business to business opportunities for the companies represented.

**High Points and Low Pointsof the Visit to Malta**

The high points of the Mission to Malta was actually the meeting with the Project Management Firm QPM and this was borne out by the fact that it was generally felt that there are some good prospects to work with them.

The low point for most of the participants in this group was the visit to the Power Company. It was felt that this visit was not relevant and did not live up to their expectations.

**4.4.5 Berlin (Germany)**

**Overall Assessment of Meetings**

The group spent two and a half (2 ½ ) days (26th - 28th September) in Berlin with the Architects and Engineers attending nine (9) meetings in total including meetings with the Chamber of Commerce as well as with a representative from an Engineering Association. The Participants also attended meetings with representatives of Architectural and Engineering/Construction firms. Apart from two (2) meetings, the group felt there were good prospects for business in the future.

Some of the reasons given for the good prospects include:

* The Professionals had international experience
* The companies met were open and demonstrated an interest in what the Caribbean professionals had to say. The conclusion is that if the opportunity arose some of these professionals would have no problems working with Caribbean counterparts
* The companies displayed a willingness to meet with them
* Some were relatively young firms that showed an inclination to look outside of Germany
* The international experience of some of the firms that were met.

Some of the reasons given for why it was felt that the meetings were a waste of time or offered little or no prospects included the fact that it was perceived that:

* The persons were not always professionals in the fields represented by the Participants resulting in a mismatch in terms of expectations
* The Principals were not a part of a particular meeting; hence there was a certain degree of asymmetry in how the meeting was conducted.

**High Points and low points of the visit to Berlin**

The high point for most persons in this group was the meeting with the BDA, where it was felt that this institution was able to give a broad perspective on practices in Germany and also showed interest in the Trinidad and Tobago context.

The low point of the visit to Berlin was the meeting an architectural firm where the group was not invited to sit and there was no high level principal available to speak to the group. The Engineers also expressed disappointment about the fact that the majority of meetings organized were mainly with Architects.

**4.4.6** **Paris, France**

The Group spent a weekend and one (1) full work day (29th September - 1st October) in Paris. During the one (1) work day, there were seven (7) meetings which were attended by the Group. In Paris, however, there was a good mix of Architectural firms and Engineering firms visited; hence this was the first time that the group was able to split up along professional lines.

The Trinidad and Tobago Ambassador with designation to Belgium, France and the Netherlands, Mrs. Margaret Rousseau-King joined the delegation in France. The Trinidad & Tobago Honorary Consul to France, Mr. Alain Majani d'Inguimbert and Ms Tracey Ramsubagh from the Trinidad & Tobago Embassy in Belgium were also a part of the Ambassador's delegation and they attended meetings with the teams.

**Overall Assessments of Meetings**

There were two (2) meetings which were with Professional Associations (Umbrella Bodies) and even though the meetings were interesting, the group felt that there were no business to business opportunities but the importance of the meetings were more in terms of the leads and information that could be derived from such meetings. A similar sentiment was expressed for the major urban planning project visited in Paris.

The entire group met with an international multidisciplinary firm, where they saw possible prospects for working together given the fact that they firm does a lot of work internationally.

The Engineers met with an engineering firm, Ingerop Engineering, as well as a Construction firm, Vinci, where it was felt that there were good prospects in the case of the former and good/possible prospects in the case of the latter. Both firms have done work in Trinidad and Tobago and expressed a desire to collaborate with engineers in Trinidad and the Tobago.

The Architect met with renown French Architect, Christian de Portzamparc - two (2) of the three (3) Architects felt that there were some prospects given that they had worked with Bouygues and Vinci elsewhere and felt that they would consider working in the Caribbean even though they had never worked there before.

Generally even though only one (1) working day was spent in Paris, at the end of the day, it was felt that it was a worthwhile mission.

**High Points and Low Points of Visit to Paris**

The frank and business-like manner of meetings with Vinci and Ingerop were ranked as a high point by two of this group of Mission Participants. The meeting with Valode and Pistre and the Rive Gauche Development were each ranked once as the high point.

The hectic nature of the schedule in Paris resulting in meeting times being too short and the Engineers not getting a chance to meet with the French Architects was seen as one of the low points of the visit to Paris. The dinner arranged by the Engineering Chamber was also seen as one of the low points since it was felt that it was not an ideal forum for conversations between the Architects and the French Engineers present.

**4.4.7** **London, the U.K.**

The group arrived in London early on the 2nd October and left on the evening of the 3rd October. In a well-attended B2B session at the Royal Institute of British Architects (RIBA), the group met with a wide array of UK professionals and businesspersons including architects, engineers, developers, financiers and contractors who were interested in working with the group, especially for work in the Caribbean. The first day of the Mission ended with a B2B reception at RIBA attended by Architects and Engineers and Executives from RIBA. On day 2, the group visited the Building Research Establishment (BRE) Innovation Park in Watford, which was deemed a very positive experience by all participants.

**Overall Assessments of Meetings**

Three of the five Mission Participants in the Group felt that the B2B meetings had possible or good prospects. There was one Mission Participants who felt these meetings were a waste of time. The Architects and Developers in the group expressed an interest in collaborating with the Caribbean Architects.

Two (2) Architects and two (2) engineers visited a major international, interdisciplinary firm of Architects, Designers and engineers. They all felt that there were possible prospects for future collaboration because the firm expressed a desire to penetrate the Americas market and felt that successful collaborations are essential to achieving this goal.

On the second day in the UK, the Group visited the Building Research Establishment (BRE) Innovation Park in Watford. The BRE Innovation Park is an independent and impartial, research-based consultancy, testing and training organization offering expertise in every aspect of the built environment and associated industries. The Mission Participants generally felt that there were either good prospects, not necessarily in terms of direct business links for themselves but in terms of linkages with other construction sector and manufacturing businesses in Trinidad and Tobago.

**High Points and Low Points of Visit to London**

The visit to the BRE Innovation Park was seen as the high point in the trip to London in three instances. The Mission Participants found the BRE inspiring and informative as a model showcase for innovative products. The meeting with BDP was also seen as a high point due to the fact that it presented real business prospects.

The B2B meetings were seen as a low point in London by three (3) participants for reasons including the meeting format; the inability of the Mission Participants to find common ground with the businesses; and the lack of relevance. This was somewhat of a surprise given the number of persons attending from the UK constructions sector as well as the excitement generated amongst the UK participants, several of which expressed an interest in follow-up meetings.

**4.4.8** **The Netherlands**

The Group arrived in The Netherlands on the night of the 3rd October and spent two (2) full days (4th - 5th October) there. The group travelled to The Hague, the Capital of The Netherlands, where they met with Dr. Schermel, from the Netherlands-Caribbean Chamber of Commerce, who hosted the team on the ground. This Group spent the following day in Rotterdam.

The Trinidad and Tobago Ambassador with designation to Belgium, France and the Netherlands, Mrs. Margaret Rousseau-King and Ms. Tracey Ramsubagh re-joined the delegation and also attended meetings with the teams.

**Overall Assessments of Meetings**

At the HQ for the Netherlands-Caribbean Chamber of Commerce in The Hague, the Group met individually with two engineering firms in the first instance and an Architect thereafter. Both Engineers present saw good-to-possible prospects with both companies. One company, Witteveen + Bos (Engineering), had some Caribbean experience having done a project in Jamaica. The Participants who met with the representative of this company made the following comments with respect to possible prospects for doing business:

* The fact that this company specialized in water and waste water management, is a key social goal being contemplated by many Caribbean Governments, this firm may be able to partner with a local engineering firm for large infrastructure projects in Trinidad and Tobago.
* This firm has a strong interest in expanding its international practice albeit not in the short term.

The Participants also met Grontmij Engineering which is the third largest engineering company in Europe has no Caribbean experience. The Engineers and Architects felt there may be good prospects in terms of collaborating with this company. It was felt that with the specialization of this firm, there is scope for the firm to collaborating with a local engineering firm in Trinidad and Tobago for large infrastructure projects.

The Mission participants present met with Amoksi Architectuurs, which focuses on bringing architectural design solutions to complex urban situations and is strong in the growth projects in the Netherlands, Belgium and Suriname. It is interesting to note that Paul Amoksi, the Principal of the company, is of Surinamese (Caribbean) heritage.

Overall, the Architects saw good prospects to work with Amoksi Archtectuurs. Mr. Amoksi's Surinamese background and his sustained interest in the development of Suriname meant that there was a demonstrated familiarity with the region. The group felt that in the medium to long term they could look for projects in Suriname with Mr. Amoksi being a possible partner.

Day 1 ended with the Group taking a leisurely walk to a meeting with Mr. Jannis Cappon of Roeleveld-Sikkes Architects, an all-round, broad-based, internationally operating architectural firm with offices in The Hague and Budapest. Some participants saw good prospects for business with this company going forward.

This firm demonstrated competencies in a wide range of building types - although their export strategy is largely focused on Eastern Europe. Again they would be a partner for possible projects in places in the region such as Curacao and Suriname as well as third countries.

The following day, the group of Architects and Engineers together with Mr. Schermel went to a meeting with the Urban Development Division of Rotterdam and participated in a walking tour of the city of Rotterdam. Like other tours, it was felt that there were no direct business opportunities but the benefits were more educational and informational given that they were given an extremely interesting presentation of the City's urban master planning project for the centre of the City of Rotterdam initiated several years ago and looking to 2030.

**High and Points and Low Points of Visit to The Netherlands**

In three instances, the high point of the visit to the Netherlands was the educational perspective of urban redevelopment after WWII and the follow up walking tour from an architectural perspective. Nothing significant was highlighted as a low point during the Mission's visit to the Netherlands.

**4.4.9 Impressions of Social B2B and Social Networking Meetings**

The social B2B receptions and networking meetings were generally viewed in a positive light by Architects and Engineers. The following were the main comments made:

* The events helped to reinforce relationships from earlier meetings and furthered the opportunity to build an informal relationship which is the core to a new business relationship
* It was a good opportunity to make additional contacts
* Malta reception was the most convivial for reinforcing possible connections for the future.

**4.4.10 Post Mission Follow -Up**

As with any trade mission, the success of the mission will be determined by the follow-up which is carried out by Mission participants after the Mission. All the Mission Participants in this group indicated that they intend to follow up with the entities/persons met during the two-week trade mission to the EU. They also all indicated that they would follow up via email and in one or two instances additionally with telephone and letter. Interestingly, Mr. Jannis Cappon of Roeleveld-Sikkes Architects in the Netherlands has already followed-up by contacting the participants that visited his company via Linked-In or email.

All Architects and Engineers who participated indicated that their period for follow-up was within a month.

Table showing Entities prioritized for follow-up by the Architects and Engineers

|  |  |  |
| --- | --- | --- |
| **City/Country** | **Firm/Entity/Person** | **# of Mission Participants** |
| Malta | 1. QPM Ltd | 3 |
| The Netherlands | 1. Amoksi Architectuurs | 2 |
| London | 1. Magma Architecture | 2 |
| London | 1. BDP | 2 |
| Berlin | 1. BDA LV Berlin | 1 |
| London | 1. Paul Henry Architects | 1 |
| Paris | 1. Ingerop | 1 |
| Paris | 1. Vinci Construction | 1 |
| Paris | 1. Valode and Pistre | 1 |
| Paris | 1. Christian de Portzamparc | 1 |
| London | 1. BDP | 1 |
| London | 1. Robert Miles - Donald Insall Associates | 1 |
| London | 1. Steffian Bradley Arch | 1 |
| Berlin | 1. Designyougo | 1 |
| The Netherlands | 1. Roeleveld-Sikkes Architects | 1 |

It is interesting but not surprising, given the language compatibility and cultural similarity in some instances that companies/entities in London were identified in eight (8) instances as priority entities for follow up.

This was followed by entities in Paris which were identified in four (4) instances as prioritized entities for follow up; then the Netherlands and Malta which were identified in three (3) instances and then by Berlin.

The above analysis reveals that even though a few meetings were considered a waste of time, the Mission participants found value in most meetings and have prioritized at least fifteen (15) companies (see previous table) to pursue in terms of follow-up. If participants follow-up according to plan, it is likely that some strategic alliances will be formed. Experienced Mission organizers indicate that follow-up is critical and a second Mission is often recommended to consolidate the progress made in the first Mission.

**4.4.11 Likelihood of doing Business in EU Countries as a Result of the Mission**

Based on the experiences during the Mission, Participants felt that the UK and the Netherlands were the countries in which they were most likely to do business in the future, followed by Paris, Malta and Berlin. In both the UK and the Netherlands there is a larger Caribbean Diaspora which may have something to do with this conclusion.

**4.4.12 Meeting of Expectations and Assessing Success of the Mission**

All Participants explained that their expectations from the Mission were met and one actually felt that expectations were exceeded. The reasons given included:

* This was envisaged as being an introductory mission to the EU.
* It was a great group, fantastic organization given the logistics, fantastic locations many of which were new to participants.
* Having been on a mission before it was expected that meetings would be hit and miss.

Participants explained that the experience could have been enhanced by factors including the following:

* Better prior briefing and a greater opportunity to investigate firms in the various countries which may be likely to collaborate.
* Better preparation of firms to be met by providing them with more information about the Participants or giving them more time to review the information sent to them.
* Travel arrangements and meeting schedules could be tweaked to ensure the fullest attention from the participants can be given.
* Greater screening of companies to be visited to reduce the probability of some meetings being not useful
* More opportunities for one on one rather than group discussions
* Greater lead time in arranging meetings

All Participants explained that they would like to participate in a follow-up Mission and provided reasons including the following:

* To assist in consolidation of prior relationships established and development of new ones. It was felt that the best way to develop a relationship is to continue to show interest
* It is through the follow-up and communication that the possibility of business can be transformed into reality.
* With the lessons learnt from the first mission in terms of identifying the right people and companies to target and to make sure they knew what our objectives were so they could provide more accurate feedback.

All Participants felt that their businesses will benefit from the experience and the following reasons were given:

* This will be dependent initially on the projects being seriously contemplated in this region furthermore one never knows the repercussions of a chance meeting
* There is a strong possibility that business will develop from at least some of the contacts.
* The trip was a learning-experience and will be of benefit and assist in dealings with possible partners from these countries. However it is unlikely that any immediate and tangible contract will emanate directly from this trip. The expectation of exporting architectural services to Europe from this type of mission may be a little unrealistic.

All participants expressed that they would recommend such a Mission to a colleague and gave reasons including the following:

* For possible business collaborations
* Unless professionals venture out, they may never see possibilities
* It is a positive way to generate business.
* On the whole yes - with the proviso that it be more focused on meeting companies with whom there are realistic opportunities for doing business

It seems that the Mission can be deemed a success given that several criteria of success were supported by all Participants namely that a) their expectations were met or surpassed; b) they plan to follow-up with persons met during the Mission; c) they would participate in a follow-up Mission; d) their business will benefit from what they learned during the Mission; and e) they would recommend such a Mission to a colleague.

Participants further explained that

* It was generally a good eye-opening experience where firms from Trinidad & Tobago were well received and relationships were initiated
* Great effort was put into the mission
* Mission participants were a great bunch of people to travel with
* Accommodation was generally good
* The schedule was quite hectic!

**4.5Appendix 5: Feedback from Mission Participants: Cultural Services/Entertainment Professionals**

In this section of the report, there will be an examination of the experiences and findings relating to the Cultural Services Professionals, who numbered three in total.

**4.5.1 General Information**

As in the case of the Group of Architects and Engineers, visiting the EU was not altogether new for this group. Whilst they were all first time visitors to Malta and Berlin, two (2) members of the group had visited London; one (1) had visited Paris and one (1) had been to the Netherlands previously.

It should be noted that only two (2) Cultural Services Professionals visited London because one (1) of the Participants had a Schengen visa issue which would have meant that if the Participant had left the Schengen space to go to London, he would not have been able to re-enter to visit the Netherlands because of the single entry visa which he had obtained.

The Group attended a series of meetings in each EU country after which they were asked in a post -Mission Evaluation to rate each meeting attended. With respect to each meeting, they were asked to assess each (if they attended) based on the following criteria:

* waste of time
* little or no prospects
* possible prospects
* business relationships formed as a result of the meeting
* Other (comments)

They were also asked to identify the things which stood out in each EU member state visited.

4.5.2 **Malta**

The Group spent two full days (24th - 25th September) in Malta. During this time, the Cultural Services Professionals as a group had four (4) meetings, two radio interviews and one television interview. The entire Mission was hosted by Michael and Jackie Tanti-Dougall, prominent Maltese Lawyers, who arranged all the meetings and events.

**Overall Assessment of Meetings/Radio and Television Interviews**

The Cultural Services Providers were very enthused about the meeting with the Director of NNG Promotions and the meeting with the Manager of the Malta Film Commission.

They all felt that there were possible prospects in the case of the NNG Promotions for the following reasons:

* Biggest music promoter in Malta afford him the privilege to access avenues for promoting new ideas and events with relative ease to persons who know him for promoting great events
* creating an opportunity to specifically network with promoters in Malta and perhaps work together to identify and build possibly a Caribbean festival there.

The group for the most part felt that meeting with the Manager of the film commission provided good prospects from the following perspectives:

* The Manager of the Film Commission has a wealth of information and provides many possibilities because he “wears many caps” and knows many persons there; he is therefore one of the best persons to provide the who's who and what's what in Malta and also be able to put Artistes on stage in some already existing festivals.
* There may be opportunities in the area of making music videos as well as participating in their street festival next year.

The Meetings on the following day at the Valletta Arts Centre and the Manoel Theatre showed little or no prospects for opportunities to do business because they generally felt that they were not a fit for what they want to do in Malta.

The Cultural Services Professionals felt that interview with the radio station on Day 1 as well as the television Interview on Day 2 were more or less a waste of time and had the following comments:

* Doing an interview on a radio station which does not play world music could be challenging - cannot see the benefit to be had.
* Did not feel that they were interviewed properly and felt that they were more of a novelty to be covered.

On the other hand, they all felt that there were possible prospects for opportunities to emanate as a result of the radio interview on Day 2. It was felt that it was a good idea to interview the Artistes as well as to play snippets of the music of the artistes being promoted. It was felt that they could lead to interest from the public and could lead to increase in airplay if listeners love what they hear and request more of it.

4.5.3 **High Points and Low Pointsof the Visit to Malta**

The high point of the visit to Malta for the Cultural Services Providers was the meeting with the Promoter of the NNG Promotions. The Radio Interview on DAY 2 as well as the interview with the Manager of the Film Commission was also identified as a high point.

The television interview was seen as a low point of the visit as well as the poor quality of the microphone facilities at the Social event which prevented Rikki Jai from performing.

**Berlin (Germany)**

The Group spent two and a half days (26th - 28th September) in Berlin and Cultural Services Providers attending 4 meetings and one radio interview. There was also a sit down meeting at a Vietnamese Restaurant on the first day of the Mission's arrival in Berlin.

**Overall Assessment of Meetings**

The meetings with Carnival Fever Entertainment and Tommy Dollar and Spider respectively were highly successful in the sense that business relationships have already been formed as a result of those meetings. The reason given for the success of these meetings included:

* Exploring working options for the Trinidadian Group. KES the Band to perform in Berlin during next year's Carnival celebrations
* These are good persons on the ground who are willing to help promote the culture

The meeting with Detlef Diederichsen, Head of Music and Performing Arts, Bereichsleiter Musik, Tanz Theater was also seen as a meeting with possible and good prospects by this Group because Mr. Diederichesen expressed enthusiasm with respect to have music from Trinidad and Tobago, especially chutney soca at his festival next year. This would definitely augur well for Rikki Jai since this is one of his major genres.

The meeting at the Radio Station Multicult FM and the meeting with Mr. Dennis St. Louis of the Caribbean German Chamber of Commerce were not given high marks because it was difficult for members of this Group to see how these individuals could help to forge business to business alliances which could result in real business.

**High Points and Low Points of the Visit to Berlin**

Not surprisingly, the meetings with Carnival Fever, Spider and Mr. Diederichesen were seen as the high points of the visit to Berlin by the Cultural Services Providers.

The low point of the visit to Berlin was the meeting at the Radio Station and a meeting of the entire group with some German lawyers at a Vietnamese restaurant on the evening of the first day.

4.5.4 **Paris, France**

The Group spent a weekend and one full work day (29th September - 1st October) in Paris. In fact, the entire Mission flew into Paris on the 29th September in order to facilitate a meeting which was set up for the Cultural Services Professionals on that day. In total, there were three (3) meetings organized for the Cultural Services Providers in Paris since some of the intended meetings fell through at the last minute.

The Trinidad and Tobago Ambassador with designation to Belgium, France and the Netherlands, Mrs. Margaret Rousseau-King joined the delegation in France. The Trinidad & Tobago Honorary Consul to France, Mr. Alain Majani d'Inguimbert and Ms Tracey Ramsubagh from the Trinidad & Tobago Embassy in Belgium were also a part of the Ambassador's delegation and they attended meetings with the teams.

**Overall Assessments of Meetings**

All three members of this Group felt that the combined meeting with Full Force Production and Studio des Varietes as well as the meeting with Azimuth Production had possible or good prospects for business opportunities. Mr. Laporte demonstrated great interest in their music and getting them and the musicians whom they represent on some festivals in Paris in the next festival season. The Group was quite upbeat about the meeting with Mr. Laporte and felt that in terms of converting to opportunities for them doing business in Paris.

The meeting with Mr. Batsen of Azimuth Productions was interesting in the sense that Mr. Batzen is familiar with the music of Trinidad and Tobago since he is already well connected with another service provider in Trinidad and Tobago. He also is quite interested in the music and what the group had to offer.

**High Points and Low Points of Visit to Paris.**

The two meetings mentioned above were hailed as the high points of the visit to Paris. There were no low points identified.

4.5.5 **London (the U.K.)**

The group arrived in London early on the 2nd October and left on the evening of the 3rd October. In a well-attended B2B session at the Royal Institute of British Architects (RIBA), the group met briefly with a group of businesspersons with some film/entertainment leanings. The first day of the Mission ended with a B2B reception at RIBA attended by Architects and Engineers and Executives from RIBA. On day 2, the group had two (2) meetings and was slated to have a radio interview at a radio station in London. However, because of a logistical mix up, on the part of the Consultant, the group went to the wrong radio station (with a similar name) and thus missed the radio interview.

**Overall Assessments of the Meetings**

As mentioned earlier, only two (2) of the three (3) members of this Group made the trip to London. From the assessment given, it would appear that the meetings arranged were of little or no interest to the two (2) Cultural Services Professionals, given the lacklustre commentary on their experiences there.

On Day 1, the one member who attended the business to business meetings at RIBA saw little or no prospects coming out of these exchanges. With respect to the meeting with the Notting Hill Carnival Trust, it was felt that there were possible prospects with respect to interest being shown in line-up of performances for next year's Notting Hill Carnival for various artistes which the Entertainment Professional represent.

On Day 2, there was a meeting with Mr. Wendel Clement who is a Promoter/Carnival Mas Band Leader in the Notting Hill Carnival, where it was felt that even though there were possible prospects, there is still the need to have a discussion with respect to a joint venture.

It was felt that there was little or no prospect from the meeting with Reggaetivity by the one member of the Group who attended. The day ended with an aborted attempt to attend a radio interview where the wrong address was inadvertently given to the Group.

**High Points and Low Points of Visit to the UK**

There were no high points identified of the visit to the UK.

The only low point identified was the instance where the wrong address was given for the radio station.

4.5.6 **The Netherlands**

The Group arrived in The Netherlands on the night of the 3rd October and spent two (2) full days (4th - 5th October) there. On Day 1, the group travelled to The Hague, the Capital of The Netherlands, where they met with Dr Schermel, from the Netherlands-Caribbean Chamber of Commerce, who hosted the team on the ground. This Group spent the following day in Amsterdam.

The Trinidad and Tobago Ambassador with designation to Belgium, France and the Netherlands, Mrs. Margaret Rousseau-King and Ms Tracey Ramsubagh re-joined the delegation and also attended meetings with the teams.

**Overall Assessments of the Meeting**

The Group attended seven (7) meetings in the Netherlands - three (3) of which were actually with Radio stations and one was the attendance at World Dutch and Jazz meeting in Amsterdam on Day 2. In addition to meeting with entities from the Netherlands, the Group also met with a Festival Organizer who travelled from Belgium to meet with the Cultural Services Professionals on this Mission.

The Cultural Services Professionals indicated that in two (2) instances, Business relationships have already been formed as a result of the meetings. The meetings were on Day 1 with Rondel Heyliger a.k.a. The Spiceman of Spiceland Entertainment and on Day 2 with Mr. Louis Vershueren, Director of the Belgian Music Festival “Antilliaanse Feesten”. The other members of the Group have also indicated that they saw either good or possible prospects coming out of these meetings.

All three (3) Cultural Services Professionals felt that there were good or possible prospects coming out of the meeting with Keti Koti Festival in The Hague on Day 1. The same is true for a meeting held in Rotterdam with a group comprising, Jasper Scholte - JMR (festival organization Metropolis festival); Reinier Gerritsen - jong RRKC and Pepijn van Amersfoort - jong RRKC.

The attendance of two (2) members of this Group at the Dutch Jazz and World Meeting proved to be very informative and also presented them with an opportunity to design a similar conference.

The meeting with the singer who the group met with in The Hague was seen as a waste of time by everyone present. The meeting with Ms. Ramesar of Radio Amsterdam was viewed as a waste of time and one that had little or no prospects.

**High Points and Low Points of the Visit to the Netherlands**

It is ironic that the Group identified the meeting with the festival promoter from Belgium as the high point for the visit to the Netherlands but this was because the promoter booked Kes The Band and Rikki Jai for festivals in 2013. The attendance at the Dutch and World Meeting was seen as one of the highlights of the visit.

The low point of the trip was the meeting with the radio station owners.

**4.5.7 Impressions of Social B2B and Social Networking Meetings**

Two (2) of the three (3) Cultural Services Providers felt that the Social B2Bs and Networking Meetings could lead to business prospects. The following comments were made:

* These events were more personal to B2Bs. We got the opportunity to entertain and to be entertained
* Social events always provide a more informal approach for people to interact over drinks and food, so conversations do tend to be more personalized and in this way more can be attained as opposed to over a conference table. I was able to have greater dialogue on the inner workings of many things that were not discussed at some of the B2B meetings ... I believe that these socials are important to follow B2Bs.

**4.5.8** **Post Mission Follow Up**

Before the Mission had started, it was pointed out that follow up will be the key to the success of this mission.

All the Mission Participants in this group indicated that they intend to follow up with the entities/persons met during the two-week trade mission to the EU. They also all indicated that they would follow up via email and in one or two instances additionally with telephone and Skype. The periods of follow ranged from two weeks to a month to by the end of this year.

At the time of writing, the follow ups had already begun with emails sent to the following persons: 1. Louis Vershueren - Antillean Festival (Netherlands) 2. Eric La Porte - Full Force Management (France) 3. Henrik Sievert (Berlin) 4. Wendel Clement (London) 5.Rondel Heylinger (Netherlands).

**4.5.9 Likelihood of doing Business in EU Countries as a Result of the Mission**

Based on the experiences during the Mission, the Cultural Services Providers felt that the following four countries - The Netherlands, The U.K., France and Germany are the countries in which they are most likely to do business in the future. Of the five (5) countries visited, Malta was the one in which the Cultural Services Professionals felt that they were least likely to do business the future. This is not surprising given the fact that Caribbean music (outside of reggae) is new to the island.

**4.5.10 Meeting of Expectations and Assessing Success of the Mission**

All Participants explained that their expectations from the Mission were met. The reasons given included:

* Very thankful for the opportunity to meet with industry people on many levels.
* Given the short time frame within which things were being done
* Like any Mission, it's what you make of it, and how you intensely pursue the contacts you've made.

Participants explained that the experience could have been enhanced by factors including the following:

* More research could have been done to get info of their past and present employers of touring Jamaican musicians
* More meetings organized with more key players in the game
* Need for a rest day - it is important to recuperate and discuss the way forward with the rest of the team.

All Participants explained that they would like to participate in a follow-up Mission and provided reasons including the following:

* To follow up and solidify relationships developed on first mission. It is always important to have new products to promote so being in Europe will always be an asset
* There is always the need for exploration and fact finding in order for success to be achieved and it will always be important to seeking new markets
* Done right, it is a great bonding experience where one learns a lot from those around and it helps one to understand the way international relations can lead to the development and fostering of growth in one's homeland.

All Participants felt that their businesses will benefit from the experience and the following reasons were given:

* It provided an opportunity for entry into new markets
* In the following months and years, it is hoped that the contacts made from this Mission will help to get the Trinidadian music into new places and to bigger audiences
* Provided opportunities for future music productions and festival

It seems that the Mission can be deemed a success given that several criteria of success were supported by all Participants namely that a) their expectations were met; b) they plan to follow-up with persons met during the Mission; c) they would participate i.e.in a follow-up Mission; d) their business will benefit from what they learned during the Mission; and e) they wouldrecommend such a Mission to a colleague.

Participants further explained that:

* The mission was well appreciated and was a success. It was difficult at times because of the lack of synergy between the entertainment professionals and the architects/ engineers. In spite of which, it was fun being with the group. From the feedback, future missions can be more successful.
* This was a great initiative by the TTCSI toward the development of stronger ties outside the region for its services sectors and the TTCSI should therefore be commended for a great effort. Looking forward to the follow up mission which should be just as rewarding and successful as this one.

**4.6 Appendix 6: Mission Evaluation Questionnaire: Architects and Engineers**

**Questionnaire for Architects and Engineers**

TRINIDAD AND TOBAGO COALITION OF SERVICES INDUSTRIES

(Project funded by CARTFUND)

Prepared by: A-Z Information Jamaica Limited

The following is a survey that the TTCSI is requesting that all mission participants complete in order that a final report can be prepared. The questions are typically closed option with opportunities to explain where required. Please answer each question, even with a few words, otherwise the programme will not allow you to complete the survey.

\* Required

Top of Form

**SECTION 1: GENERAL INFORMATION**

1. Please enter your name. 

2. Please select your occupation below.

* Architect
* Engineer

3. Which of the countries/cities in the Mission have you visited before? \*

* Malta
* Berlin
* Paris
* London
* Netherlands
* None

**SECTION 2: MALTA**

4. Please select one of the statements below to describe Meeting 1 on Monday 24th September at 12:45 pm at Blokrete Company Ltd., with Dr. Joseph Fenech and Company Architect, Mr. Daniel Portelli \*

* Waste of time
* Little or no Prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

4(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

5. Please select one of the statements below to describe Meeting 2 on Monday 24th September at 2:15 pm at QPM Ltd., with CEO, Mr. David Xuereb and Architect, Mr. Ivan Cachia \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

5(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? 

6. Please select one of the statements below to describe Meeting 3 on Monday 24th September at 3:15 pm at Cassar, Grech & Ebejer Architects and Civil Engineers Studio with Architect, Mr. Joseph Cassar \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

6(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? 

7. Please select one of the statements below to describe Meeting 4 on Monday 24th September at 5:15 pm at the Le Meridien Hotel with Engineer, Mr. Frederick Azzopardi \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

7(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

8. Please select one of the statements below to describe Meeting 5 on Tuesday 25th September at 10:00 AM at the New Power Station at Delimara with Engineer, Mr. George Portelli \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

8(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

9. Please select one of the following statements to describe Meeting 6 on Tuesday 25th September at 1:00 pm at Malta Freeport at Kalafrana with Architect, Mr. Joe Bugeja and an Engineer \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

9(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 6? 

**SECTION 3: BERLIN, GERMANY**

10. Please select one of the following statements to describe Meeting 1 on Wednesday 26th September at 3:00 pm at the German Chamber of Industry and Commerce with Mr. Oliver Parche (Head North and Latin American Departments) and Dr. Mark Heinzel ( International Economic Affairs Advisor for Development Cooperation) \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

10(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

11. Please select one of the following statements to describe Meeting 2 on Wednesday 26th September at 6:00 pm at a Vietnamese Restaurant with Dr. Chris Dettmering (Consultant/Advisory Services Expert) and Mr. Hanns Martin (Lawyer) \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

11(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

12. Please select one of the following statements to describe Meeting 3 on Thursday 27th September at 10:00 AM at Designyougo - Architects and Designers with Mr. Mathis Malchow \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

12(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

13. Please select one of the following statements to describe Meeting 4 on Thursday 27th September at 11:30 AM at Reuter Schoger Architekten Innenarchitekten with Mr. Reuter \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

13(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

14. Please select one of the following statements to describe Meeting 5 on Thursday 27th September at 3:30 PM at Tectur with Mr. Peter Wenz (the young guy who did not invite us to sit) \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

14(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

15. Please select one of the following statements to describe Meeting 6 on Friday 28th September at 9:00 AM with Mr. Kaup (Chairman BDA LV Berlin). The BDA LV Berlin is a professional association of elite freelance architects and urban planners and focuses on encouraging architecture that is socially responsible and in harmony with the other arts. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

15(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 6? Explain briefly. 

16. Please select one of the following statements to describe Meeting 7 on Friday 28th September at 10:30 AM at Magma Architecture with Ms. Lena Kleinheinz. Magma architecture - founded in 2003 by Martin Ostermann and Lena Kleinheinz - is an award-winning, multidisciplinary practice operating at the interface between architecture, design and communication. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

16(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 7? Explain briefly. 

17. Please select one of the following statements to describe Meeting 8 on Friday 28th September at the Holiday Inn Express at 3:00 pm with Mr. Frank Kellenbach - Specialist for the international construction market to address issues relating to the prospects for the European construction industry to work in the Caribbean and the difficulties in accessing the Caribbean market can be overcome. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

17(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 8? Explain briefly. 

18. Please select one of the following statements to describe Meeting 9 on Friday 28th September at the Holiday Inn Express at 5:15 pm with Mr. Kauschke of AKP Architekten Kauschke. AKP Architekten Kauschke was founded in 1991 in Berlin and offers complete conceptual, substantive, financial and technical architect, general contractor, engineering and town planning services from design to approval and implementation planning for tendering, contracting, construction management, billing and key delivery and support for real estate analysis, buying behavior and financing. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

18(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 9? Explain briefly. 

**SECTION 4: PARIS, FRANCE**

19. Please select one of the following statements to describe Meeting 1 on Monday, October 1st at 8:30 AM Paris Rive Gauche, which is a major urban planning project in the city of Paris. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

19(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

20. Please select one of the following statements to describe Meeting 2 on Monday, October 1st at 10:00 AM with AFEX Offices, Paris - Partners with Conseil National de L'Ordre des Architects \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

20(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

21. Please select one of the following statements to describe Meeting 3 on Monday, October 1st at 11:00 AM with Valode and Pistre - an International Architectural design firm with expertise in the fields of urban design, interior design and engineering services. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

21(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

22. Please select one of the following statements to describe Meeting 4 on Monday, October 1st at 1:45 PM with VINCI Construction - the leading French building and civil engineering company and has done work in Trinidad and Tobago, Jamaica and the Dominican Republic. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

22(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

23. Please select one of the following statements to describe Meeting 5 on Monday, October 1st at 3:00 PM with Ingerop Engineering - a multi-disciplinary technical engineering company. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

23(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

24. Please select one of the following statements to describe Meeting 6 on Monday, October 1st at 5:00 PM with Atelier Christian de Portzamparc. Christian de Portzamparc created his agency in 1980 and today it is a cohesive team of 90 people with offices in New York and Rio de Janeiro. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

24(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 6? Explain briefly. 

25. Please select one of the following statements to describe Meeting 7 on Monday, October 1st at 6:00 PM with Chambre de L'Ingenierie et du Conseil de France (CICF) with Delegue Generale, Mr. Xavier Roiret and Ms. Sylvie Raspillere Deleguee Intersyndicale and later on, Mr. Dominique Sutra Del Galy who is the President of the CICF. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

25(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 7? Explain briefly. 

**SECTION 5: LONDON, UNITED KINGDOM**

26. Please select one of the following statements to describe Meeting 1 - B2B Meetings at RIBA on Tuesday 2nd October from 11:30 PM - 2:00 PM including Burrell Architects and Steffian Bradley Architects \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

26(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

27. Please select one of the following statements to describe Meeting 2 on Tuesday 2nd October at 2:15 PM at BDP London office - BDP is a major international, interdisciplinary practice for Architects, Designers, Engineers and Urbanists. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

27(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly 

28. Please select one of the following statements to describe Meeting 3 on Wednesday 3rd October at 9:00 AM at Building Research Establishment (BRE) in Watford. BRE is an independent and impartial, research-based consultancy, testing and training organisation, offering expertise in every aspect of the built environment and associated industries. BRE helps government, industry and business to meet the challenges of our built environment. Today's need to combat climate change, and the significant economic and social issues we now face, are no exceptions. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

28(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

**SECTION 6: THE NETHERLANDS**

29. Please select one of the following statements to describe B2B Meeting 1 in the Hague on Thursday 4th October with Witteveen + Bos (Engineering). Witteveen+Bos is a leading engineering and consultancy firm in the Netherlands that provides services in the water, infrastructure, spatial development, environment and construction sectors. Their multidisciplinary approach to projects is the distinctive feature of the way they work. Their clients are public bodies, private sector companies, industries and different types of joint ventures. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

29(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

30. Please select one of the following statements to describe B2B Meeting 2 in the Hague on Thursday 4th October with Grontmij (Engineering) - Grontmij is the third largest engineering consultancy firm in Europe with nearly 9000 Professionals. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

30(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

31. Please select one of the following statements to describe B2B Meeting 3 in the Hague on Thursday 4th October with Amoksi Architectuurs ) - Amoksi Architects focuses on bringing architectural design solutions to complex urban situations and is strong in the growth projects in the Netherlands, Belgium and Suriname. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

31(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

32. Please select one of the following statements to describe Meeting 4 in the Hague on Thursday 4th October with Roeleveld-Sikkes Architects with Mr. Jannis Cappon - Roeleveld-Sikkes Architects is an all-round, broad-based, internationally operating architectural firm with offices in The Hague and Budapest. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

32(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

33. Please select one of the following statements to describe Meeting 5 in Rotterdam on Friday 5th October at 9:30 AM with The Urban Development Division of the City of Rotterdam. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of the meeting
* Did not attend
* Other: 

33(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

**SECTION 7: FOLLOW UP**

34. Do you intend to follow up with the entities/persons that you met? \*

* Yes
* No

34(a). If you answered 'No' to the question 34, please explain the reason for your answer 

34(c). If you answered 'Yes' to the question 34, please select the way/s below that you intend to follow up.

* Email
* Telephone
* Skype
* Letter
* Other: 

34(c). If you answered 'Yes' to the question 34, please state when you plan to follow up.

* Within 2 weeks
* Within a month
* Before year end
* Within 3-6 months
* Within 6 months

34(d). Name the top 5 entities that you will prioritize in following up. 

**SECTION 8: B2B NETWORKING AND SOCIAL EVENTS**

35. In the UK, Malta and The Netherlands, there were social events. Is there any indication that these networking and social events will lead to business prospects? \*

* Yes
* No

35(a). Please explain the reason for your answer to question 35. \* 

**SECTION 9: LIKELIHOOD OF DOING BUSINESS**

For this section, on a scale of 1 to 10 where 1 is Very unlikely and 10 is very likely, please rate the likelihood that you will do business in each country within the next 2-years.

36. Likelihood of doing business in Malta \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

36(a). Likelihood of doing business in Germany \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

36(b). Likelihood of doing business in France \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

36(c). Likelihood of doing business in the United Kingdom \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

36(d). Likelihood of doing business in The Netherlands \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

**SECTION 10: HIGH POINTS AND LOW POINTS**

37. Briefly describe your high point in Malta. \* 

37(a). Briefly describe your low point in Malta. \* 

38. Briefly describe your high point in Germany. \* 

38(a). Briefly describe your low point in Germany. \* 

39. Briefly describe your high point in France. \* 

39(a). Briefly describe your low point in France. \* 

40. Briefly describe your high point the United Kingdom. \* 

40(a). Briefly describe your low point the United Kingdom. \* 

41. Briefly describe your high point The Netherlands. \* 

41(a). Briefly describe your low point The Netherlands. \* 

**SECTION 11: FINAL COMMENTS**

42. Please state whether the Mission met your expectations, did not meet your expectations, or, exceeded your expectations. \*

* Met your expectations
* Did not meet your expectations
* Exceeded your expectations

42(a). Please explain the reason for your answer to question 42. \* 

43. What would you have liked to see done differently on the Mission that would give you a greater chance of strong business prospects? \* Explain briefly. 

44. Would you participate in a follow-up Mission like this in the future? \*

* Yes
* No

44(a). Please explain your answer to question 44. \* 

45. Would you recommend such a mission to a colleague? \*

* Yes
* No

45(a). Please explain your answer to question 45. \* 

46. Do you think your business will benefit in any way from this Mission? \*

* Yes
* No

46(a). Please explain the reasons for your answer to question 46. \* 

47. Is there anything which you want the TTCSI to follow up or in which you believe the TTCSI can be of assistance? \* Briefly explain. 

49. Please write a few words summarizing your overall feelings about the Mission including positives and negatives. \* 

Bottom of Form

Thank you.

**Appendix 7: Mission Evaluation Questionnaire: Entertainment Professionals**

**Questionnaire for Entertainment Industry Participants**

TRINIDAD AND TOBAGO COALITION OF SERVICES INDUSTRIES (Project funded by CARTFUND)

Prepared by: A-Z Information Jamaica Limited

The following is a survey that the TTCSI is requesting that all mission participants complete in order that a final report can be prepared. The questions are typically closed option with opportunities to explain where required. Please answer each question, even with a few words, otherwise the programme will not allow you to complete the survey.

\* Required

Top of Form

**Section 1: General Information**

1. Please enter your name. 

2. Which of the countries/cities in the Mission have you visited before? \*

* Malta
* Berlin
* Paris
* London
* The Netherlands
* None

**Section 2: Overall Level of Satisfaction**

For this section, on a scale of 1-10 (where 1 is low and 10 is high) please rate your level of overall satisfaction in each of the following countries/cities.

3. Your overall level of satisfaction in Malta. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

3(a).Your overall level of satisfaction in Berlin. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

3(b). Your overall level of satisfaction in Paris \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

3(c).Your overall level of satisfaction in London. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

3(d).Your overall level of satisfaction in The Netherlands. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

**Section 3: Business Prospects in Malta**

4. Please select one of the statements below to describe Meeting 1 on Monday 24th September at 12:30 PM with Dr Nigel Camilleri, Director of Nng Promotions Ltd. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

4(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

5. Please select one of the statements below to describe Meeting 2 on Monday 24th September at 2:15 PM with Peter Busuttil and Manager of the Malta Film Commission. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

5(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

6. Please select one of the statements below to describe Meeting 3 on Monday 24th September at 3:30 PM with Media Link Communication and time spent on Radio 101. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

6(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

7. Please select one of the statements below to describe Meeting 4 on Tuesday 25th September at 10:00 AM at the Centre for Arts in Valletta with Mr. Michael Fenech, Chairman of the Centre. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

7(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

8. Please select one of the statements below to describe Meeting 5 on Tuesday 25th September at 11:45 AM at the Manoel Theatre in Valletta with Mr. Michael Mangion, PR and Marketing Manager of the Centre. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

8(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

9. Please select one of the statements below to describe Meeting 6 on Tuesday 25th September at 2:00 PM - Some Mission Participants were interviewed for Television at a TV Station. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

9(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 6? Explain briefly. 

10. Please select one of the statements below to describe Meeting 7 on Tuesday 25th September at 3:30 PM - Mission Participants were interviewed on the Radio and the music of Kes the Band was played. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

10(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 7? Explain briefly. 

**Section 4: Business Prospects in Berlin, Germany**

11. Please select one of the statements below to describe Meeting 1 on Thursday 27th September with Henk Sievert of Carnival Fever Entertainment. Henk knows the whole music scene in Berlin. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

11(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

12. Please select one of the statements below to describe Meeting 2 on Thursday 27th September at 12:00 PM with Detlef Diederichsen, Head of Music and Performing Arts, Bereichsleiter Musik, Tanz, Theater. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

12(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

13. Please select one of the statements below to describe Meeting 3 on Thursday 27th September at 4:00 PM with Ms. Brigitta Gabrin of Radio multicult fm where an interview was done with some of the Mission Participants. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

13(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

14. Please select one of the statements below to describe Meeting 4 on Thursday 27th September at the Holiday Inn Express at 5:30 PM with Tommy Dollar and Spider from Caribbean Invasion and City Lock Events. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

14(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

15. Please select one of the statements below to describe Meeting 5 on Friday 28th September at The Holiday Inn Express, Berlin City Centre West with Dennis St Louis of the Caribbean German Chamber of Commerce. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

15(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

16. Please select one of the statements below to describe Meeting 6 on Friday 28th September at The Holiday Inn Express, Berlin City Centre with Daniel Best (owner of club in Berlin). \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

16(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 6? Explain briefly. 

**Section 5: Business Prospects in Paris, France**

17. Please select one of the statements below to describe Meeting 1 on Saturday 29th September at the Hôtel Lutétia with Eric Laporte, Manager of Full Force Production. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

17(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

18. Please select one of the statements below to describe Meeting 2 on Monday 1st October at 2:00 PM at the Novotel Hotel with Nuno Pereira of Star Entertainment. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

18(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

19. Please select one of the statements below to describe Meeting 3 on Monday 1st October with Mr. Bernard Batzen of Azimuth. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

19(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

**Section 6: Business Prospects in London, United Kingdom**

20. Please select one of the statements below to describe Meeting 1 - B2B Meetings at RIBA on Tuesday 2nd October from 11:30 PM - 2:00 PM \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

20(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

21. Please select one of the statements below to describe Meeting 2 with on Tuesday 2nd October at Carnival Village @ The Tabernacle with Ms. Kemi Sobers of The Notting Hill Carnival Trust . \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

21(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

22. Please select one of the statements below to describe Meeting 3 on Wednesday 3rd October at The Radisson Blu Edwardian Hotel with Wendel Clement, Founder of Poison UK. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

22(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

23. Please select one of the statements below to describe Meeting 4 on Wednesday 3rd October at The Radisson Blu Edwardian Hotel with Alvin Vernon/Reggaetivity. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

23(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

**Section 7: Business Prospects in The Netherlands**

23. Please select one of the statements below to describe B2B Meeting 1 in the Hague on Thursday 4th October with between 11:30 AM - 1:30 PM with Ivette Forster and Vincent Soekra of Keti Koti Festival. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

23(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 1? Explain briefly. 

24. Please select one of the statements below to describe B2B Meeting 2 in the Hague on Thursday 4th October with between 11:30 AM - 1:30 PM with a singer called Lou Prince. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

24(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 2? Explain briefly. 

25. Please select one of the statements below to describe B2B Meeting 3 in Rotterdam on Thursday 4th October between 4:30 PM - 5:30 PM with a group comprising, Jasper Scholte - JMR (festival organisation Metropolis festival); Reinier Gerritsen - jong RRKC and Pepijn van Amersfoort - jong RRKC. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

25(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 3? Explain briefly. 

26. Please select one of the statements below to describe Meeting 4 on Thursday 4th October at the NH Atlanta Hotel in Rotterdam at 6:00 pm with Rondel Heyliger a.k.a. The Spiceman of Spiceland Entertainment. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

26(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 4? Explain briefly. 

27. Please select one of the statements below to describe Meeting 5 on Thursday 4th October at the NH Atlanta Hotel in Rotterdam at 7:00 pm with Ms. Marja Remesar of Amsterdam FM. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

27(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 5? Explain briefly. 

28. Please select one of the statements below to describe your Attendance on Friday 5th October at the Dutch Jazz and World Meeting at 9:00AM. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

28(a). What are the specific opportunities, if any, which you have identified as a result of your attendance? Explain briefly. 

29. Please select one of the statements below to describe Meeting 7 on Friday 5th October at the NH Atlanta Hotel in Rotterdam at 5:30 pm with Mr. Louis Vershueren, Director of the Belgian Music Festival “Antilliaanse Feesten”. \*

* Waste of time
* Little or no prospects
* Possible prospects
* Good prospects
* Business relationship already formed as a result of meeting
* Did not attend
* Other: 

29(a). What are the specific opportunities, if any, which you have identified as a result of Meeting 7? Explain briefly. 

**Section 8: B2B Networking and Social Events**

30. In the UK, Malta and The Netherlands, there were social events. Is there any indication that these networking and social events will lead to business prospects? \*

* Yes
* No

30(a). Please explain the reason for your answer to question 30. \* 

**Section 9: Follow Up**

31. Do you intend to follow up with the entities/persons that you met? \*

* Yes
* No

31(a). If you answered 'No' to the question 31, please explain the reason for your answer.

* Yes
* No

31(b). If you answered 'Yes' to the question 31, please select the way/s below that you intend to follow up.

* Email
* Telephone
* Skype
* Letter
* Other: 

31(c). If you answered 'Yes' to the question 31, please state when you intend to follow up.

* Within 2 weeks
* Within a month
* Before year end
* Wihtin 3-6 months
* Within 6 months
* Other: 

31(d). Name the top 5 entities that you will prioritize in following up. 

**Section 10: Likelihood of Doing Business**

For this section, on a scale of 1 to 10 where 1 is Very unlikely and 10 is very likely, please rate the likelihood that you will do business in each country within the next 2-years.

32. Likelihood of doing business in Malta. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

32(a).Likelihood of doing business in Germany. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

33(b).Likelihood of doing business in France. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

33(c).Likelihood of doing business in The United Kingdom. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

33(d).Likelihood of doing business in The Netherlands. \*

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |
|  |  |  |  |  |  |  |  |  |  |  |  |

**Section 11: High Points and Low Points**

34. Briefly describe your high point in Malta. \* 

34(a). Briefly describe your low point in Malta. \* 

35. Briefly describe your high point in Germany. \* 

35(a). Briefly describe your low point in Germany. \* 

36. Briefly describe your high point in France. \* 

36(a). Briefly describe your low point in France. \* 

37. Briefly describe your high point in the United Kingdom. \* 

37(a). Briefly describe your low point in the United Kingdom. \* 

38. Briefly describe your high point in The Netherlands. \* 

38(a). Briefly describe your low point in The Netherlands. \* 

**Section 12: Final Comments**

39. Please state whether the Mission (1) Met your expectations, (2) Did not meet your expectations, or, (3) Exceeded your expectations. \*

* Met your expectations
* Did not meet your expectations
* Exceeded your expectations

39(a). Briefly explain the reason/s for your answer to question 39. \* 

40. What would you have liked to see done differently on the Mission that would give you a greater chance of strong business prospects? \* 

41. Would you participate in a follow-up Mission like this in the future? \*

* Yes
* No

41(a). Briefly explain the reason/s for your answer to question 41. \* 

42. Do you think your business will benefit in any way from this Mission? \*

* Yes
* No

42(a). Briefly explain the reason/s for your answer to question 42. \* 

43. Is there anything which you want the TTCSI to follow up or in which you believe the TTCSI can be of assistance? \* Briefly explain. 

44. Please write a few words summarizing your overall feelings about the Mission including positives and negatives. \* 

Bottom of Form

Thank you.

**4.8 Appendix 8.0 Flight Itinerary**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **DATE** | **DESTINATION** | **DEPT** | **ARR** | **Flight Numbers** |
|  |  |  |  |  |
| 22-Sep | POS-LONDON , GATWICK | 8.00PM | 10.00AM | BW 902 |
|  |  |  |  |  |
| 23-Sep | LONDON, HEATHROW - FRANKFURT, GERMANY | 2.15PM | 4.55PM | LH0907 |
|  |  |  |  |  |
| 23-Sep | FRANKFURT, GERMANY - MALTA, LUQA | 7.15PM | 9.45PM | KM0329 |
|  |  |  |  |  |
| 26-Sep | MALTA , LUQA - DUSSELDORF , GERMANY | 8.00AM | 10.50AM | LH6315 |
|  |  |  |  |  |
| 26-Sep | DUSSELDOF, GERMANY - BERLIN ,TEGEL | 12.05PM | 1.10PM | LH2734 |
|  |  |  |  |  |
| 29-Sep | BERLINE , TEGL - PARIS ,CHARLES DE GAULLE | 6.50PM | 8.25PM | LH3242 |
|  |  |  |  |  |
| 2-Oct | PARIS, CHARLES DE GAULLE-LONDON,HEATHROW | 7:35AM | 7:55AM | BA 303 |
|  |  |  |  |  |
| 3-Oct | LONDON CITY, UK -ROTTERDAM, NL | 7:35PM | 9:40PM | KL 2484 |
|  |  |  |  |  |
| 6-Oct | ROTTERDAM, NL-LONDON, UK | 8:05AM | 8:05AM | KL2473 |
|  |  |  |  |  |
| 7-Oct | LONDON,GATWICK - PORT OF SPAIN | 12.50PM | 5.05PM | BW 903 |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **NB: BAGGAGE ALLOWANCE: 2 PIECES International; 1 Piece Internal** | | |  |  |
|  |  |  |  |  |

**4.9Appendix 9.0 Hotel Information**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Date** | **City** | **Name of Hotel** | **Address** | **Telephone** |
| 23 - 26 Sept | Valletta (Malta) | Meridien | 39 Main Street, Balluta Bay St Julians, STJ1017 Malta | Phone: (356) 2311 0000 |
| 26 - 29 Sept | Berlin | Holiday Inn Express | Berlin City Centre West Kurfurstenstrasse 78 10787 Berlin Germany | Tel. +49 (0) 30-688 3190 |
| 29 Sept - Oct 2 | Paris | Novotel Montparnasse | 17 rue du Cotentin 75015 Paris | Tel. 01 53 91 23 86 |
| Oct 2 - Oct 3 | London | Radisson Blue Edwardian Vanderbilt | 68-86 Gloucester Road, London SW7 5BT | Tel: +44 (0) 20 7761 9000 |
| Oct 3 - Oct 6 | Amsterdam | NH Atlanta | Coolsingel/Aert van Nesstraat, 4. 3012CA Rotterdam (The Netherlands) | Tel. +31.10.2067800 |
| Oct 6 - Oct 7 | London | Park Grand London Hyde Park | 78-82 Westbourne Terrace, Paddington  W2 6QA London | Tel: +44 (0) 20 7262 4521 |

**Appendix 10.0 Ground Rules**

Mission Participants were requested to abide by the following ground rules whilst on this Trade Mission:

|  |  |
| --- | --- |
| **#** | **Ground Rule** |
|  | Arrive at the Airport at least 2 hours before departure time. |
|  | At all times it is imperative that we travel in a group unless we have agreed otherwise. |
|  | Please return Boarding Passes for all legs of the Mission upon arrival on return to Trinidad and Tobago. |
|  | Please secure all your valuables and travel documents at all times (use hotel room safe if available). |
|  | Please keep small amount of cash on person so that you do not draw attention to yourself. |
|  | If you feel ill at any point in time, please contact the Trade Mission Staff – our room numbers will be provided to you after hotel check-in. |
|  | We need to be punctual for all meetings. We should arrive at least 10 minutes before any appointment or meeting. |
|  | Advise the planning team or another team member if you intend to go out on your own. |
|  | Group Transport will be funded from per diems. |
|  | It is necessary to get an adaptor in order to use your laptops because the EU uses 220 volts and the plugs are different. |

**Appendix 11.0 Other Important Information**

Travel Insurance

* If you haven't gone to the Embassy yet and intend to do so this week, don't forget to sign up for travel insurance. One option is Bupa, which can be attained online via www.ihi.com
* Bupa provides full coverage annual travel insurance for USD$270 online, which includes a trip cancellation clause.
* Check out the link here: http://global.ihi.com/sitecore/content/International/Privat/Travel+Insurance.aspx

Travel Day

On your day of travel (or prior to travel) make sure you have (or do) the following:

* Call your Bank, in reference to your credit card, and notify them of your days and dates of travel and territories you plan to visit. If your Bank isn't notified and they see charges accumulating in strange territories, they will freeze your credit card. "Don't stick!"
* Check your travel agent to see if you can get landing forms in advance. This saves you the hassle of having to fill them out on the plane.
* DO NOT FORGET your Passport.
* Try to get your hand on a couple of converters, remember different regions use different outlets,
* Update your Garmin or GPS system, if you have one
* Grab some Euro and Pounds from the Bank
* Pack toothpaste and wash cloths just in case your hotel doesn’t provide them

**Weather (predicted average during Mission)**

London, UK: 62 °F  
Valletta, Malta: 79 °F  
Amsterdam, Netherlands: 60 °F  
Paris, France: 65 °F  
Berlin, Germany: 62 °F

A raincoat may not be a bad idea also.

iPhone / iPad Users

Here are some cool Apps to get:

* World Atlas HD by National Geographic - Speaks for itself, and really helps if you can't find Trinidad on the map.
* iTranslate Voice - Really want to annoy people by being able to speak to them via your iPad? Then this is the tool for you.
* Flight Track Pro
* Free Wi-Finder - Considering high roaming charges, this might be a very helpful App.
* Netflix - Wonderful for those periods where we have to wait for a connecting flight. Or you could do what they did in the old days... read a book.
* XE Currency - Want to have fun with this? Check out the Vietnam Dong and rate of exchange for USD. Your dream of becoming a billionaire is finally possible.

Humour

* For humorous stories on what not to do in Europe: http://www.ricksteves.com/plan/tips/caution.htm

1. A-Z then produced the Draft Final Report and will prepare a Manual/Toolkit to assist Regional organizations and service providers wishing to undertake missions in the future. [↑](#footnote-ref-2)
2. It should be noted that this company wrote to the participating Architects in March 2013 requesting a partner to bid on a Health Care Centre project in Trinidad & Tobago. [↑](#footnote-ref-3)
3. The UK was a little different because some of the participants had studied or worked there or were in some other way familiar with the environment. However, apart from one architect who had actually been on a team that designed a building on the Seine in Paris and members of the Entertainment Industry who had ventured to one or two places, most of the participants had little or no exposure to France, Germany, The Netherlands and Malta. [↑](#footnote-ref-4)
4. The detailed list of all meetings that took place during the Mission is provided in 6.0 of the Appendix. [↑](#footnote-ref-5)