

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|--|--|--|--|
| <u>ICT</u> | <ul style="list-style-type: none">) Telecommunications services providers cover the communications footprint of the CSME;) Telecommunications well developed across the region;) BPO established in several English-speaking countries;) Over 15 years' experience in computer repairs;) Good track record;) Mobile coverage 4G;) Multiple sources of funding;) Growing cadre of computer graduates with 1st degrees;) Free movement of skills in the CSME; | <ul style="list-style-type: none">) Animation very small scale in a few countries) IT enabled services are at nascent stage and not well developed) Few involved in consultancies) Few involved in computer repairs) Lack of organization / registered associations/ governance) mostly done as a side service to a main service e.g., sale of computers;) few software development firms;) years in operation limited;) local consultants get limited opportunities compared to foreign counterparts;) use of 3G and 4G technology medium;) Imbalance between price and quality;) Fixed broadband 30-60%;) Bundles practice unfair; | <ul style="list-style-type: none">) BPO is the main extra-regional market opportunity;) Within CARICOM access to non-English-speaking markets) Proximity to non-English-speaking markets such as Brazil, Argentina and Columbia) Proximity to the US and Canada, which are English-speaking and in the same time zone creates opportunities for call centers) Capitalize on the CARICOM Diaspora across the globe) Development of the SME ICT Sector) Capacity to attract FDIs from the Asian investors; | <ul style="list-style-type: none">) Lack of access to market intelligence;) Lack of multilingual skills and cultural understanding of the non-English speaking market;) Advances in technology derived and driven externally;) Strong economies of costs and scale enjoyed by extra-regional firms. <p>Internal not external</p> |

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| | <ul style="list-style-type: none">) CARICOM has an approved HDR strategy;) Infrastructure generally adequate to support ICT;) Duties and other taxes on imports of computer related equipment is zero to very low;) Several Acts are at the draft stage which can positively impact on ICT Services;) Enabling environment being strengthened. | <ul style="list-style-type: none">) General difficulty with access to finance) Client base is very unstructured and is done through low-level networking and referrals) Limited coordinated plan for human capital development;) Most countries offer low-level certification in ICT (e.g., CISCO, CompTIA);) No retention strategy;) Small and few companies involved in cloud services, animation;) Limited access to data on the sub-sector;) Low volume of exports;) Low level of creativity;) Fragmented approach to ICT regulatory framework;) Absence of legislation to protect personal information and privacy | <ul style="list-style-type: none">) Growth in exports of ICT Services through increased use of referrals;) ICT in Healthcare, Tourism, Agriculture, Online Education, Professional Services and Financial Services;) Increase internet and mobile connectivity;) Increase government spending on ICT;) Increased use of off-shoring, Cloud Computing Services;) Increase Local Content;) Greater linkages with diaspora;) Financial inclusion;) Green Energy;) Animation for on-line marketing, education, corporate training, movies, television broadcasting, television advertising; | |

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| | | | <ul style="list-style-type: none">) Integration of social media in business operations;) Increase in the range of services offered by operators in the sub-sector;) Synergies from collaboration between SMEs and large corporations;) Standardization of technologies and processes. | |
| <i>POSTAL AND COURIER</i> | <ul style="list-style-type: none">) An extensive national, regional and international network;) Delivery experience and capacity;) Availability of a cadre of experienced staff; | <ul style="list-style-type: none">) The lack of priority given to postal issues on the National Development Agendas;) Except for a minority of members, most administrations are today governed by outdated legislations; | <ul style="list-style-type: none">) The growth of the commercial, logistic and social sectors which will generate more economic activity and consequently the need for postal related products | <ul style="list-style-type: none">) Increase in competition, greater decline in volumes and revenues should Post be slow to respond to market demands and or modernise its operations; |

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| | <ul style="list-style-type: none">) Potential to generate revenue and foreign exchange;) Contributor to socioeconomic and cultural development;) The availability of various supporting systems at the national, regional and international levels;) Potential to self-finance postal services. | <ul style="list-style-type: none">) Non definition of the Universal Service Obligation (USO); Underutilisation of the universal Postal Union (UPU) electronic system;) Inadequacy of airlifts;) Lack of an effective mail transportation system;) The absence of a sector reform policy in most countries which affect the quality of service of the entire postal network;) Growth in unregulated competition and continued erosion of market share. | <ul style="list-style-type: none"> and services (e.g., postal financial services, direct mail, e-commerce, advertising, logistics, ect.);) Money-transfer/payment for remittances, present a large opportunity in countries with smaller economies;) Provision of postal and other payment services in collaboration with Caribbean banks which have expressed | <ul style="list-style-type: none">) Partners in Asia Pacific may seek middlemen to deliver their products, if Regional Post is unable to support the global delivery network;) Inadequate air transportation and the lack of emphasis on mail transportation and relationship with civil aviation authorities;) The region's proneness to natural disasters; |

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| | | | <p>interest in that regard;</p> <p>) The availability of financial support to acquire software under the UPU/FITAF¹ project to promote financial inclusion / and facilitate payment services;</p> <p>) Modernisation of Post and keeping it abreast of the competition in order to respond</p> | <p>) Increase competitors' strength particularly in the critical areas where the Post is weak;</p> <p>) Absence of a regional marketing strategy;</p> <p>) Inadequate security for postal infrastructure.</p> |

¹ FITAF was created by the UPU to advance financial inclusion, by accelerating the digitization of postal financial services and increasing their up-take, to reach last-mile customers and businesses.

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| | | | <p>to market demands, remain relevant and sustainable;</p> <p>) Increase in trade between developing countries will facilitate greater collaboration between developing Posts and MSMEs;</p> <p>) A harmonised and automated Point of Sale system to facilitate financial services and trade through e-commerce;</p> | |

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| | | | <ul style="list-style-type: none"> <li data-bbox="1230 407 1497 732">) Development of a virtual shopping mall to sell postal products as well as products from local companies and artisans; <li data-bbox="1230 740 1497 943">) The development of regional digital marketing to grow volumes; <li data-bbox="1230 951 1497 1154">) The ongoing technological development within the postal network; <li data-bbox="1230 1162 1497 1406">) The CARIFORUM-EU Economic Partnership Agreement (EPA) will be a | |

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| | | | <p>means for Europe to help the Caribbean region improve competitiveness and diversify its exports;</p> <p>) The availability of technical support from the Caribbean Postal Union (CPU) and the UPU..</p> | |
| <i>CULTURAL AND ENTERTAINMENT SERVICES</i> | <p>) Tremendous range and diversity of cultural expressions – esp. visual arts, music, crafts, literature;</p> <p>) World renowned heritage sites of historical and cultural significance;</p> <p>) Indigenous apprenticeship</p> | <p>) Absence of data on the performance of creative sectors;</p> <p>) Limited knowledge on the creative industries and the “business of culture”;</p> <p>) Limited financing options for cultural industries;</p> <p>) Underdeveloped home market;</p> <p>) Weak product development;</p> | <p>) Increasing global demand for “authenticity”;</p> <p>) “Kreyol” world market has expanding market possibilities;</p> <p>) Scope for cross-sectoral linkages especially with tourism;</p> | <p>) Decaying infrastructure and facilities</p> <p>) State instability</p> <p>) Natural disasters</p> <p>) Over-dependence on international intermediary cultural brokers</p> <p>) Piracy, unlicensed use and the</p> |

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| | <p>system that can be exploited;</p> <ul style="list-style-type: none">) Distinctive aesthetic “brand” i.e. “kreyol”;) Globally recognized artists;) Long-standing artist communes;) Artistic production is a key aspect of social fabric; | <ul style="list-style-type: none">) Informality of the cultural sector;) Weak cultural education and training;) Overly centralized public administration;) Little exposure for artists living outside of the capital city;) Absence of global branding of cultural goods and services;) Overemphasis of funding for the music sector vis-à-vis other creative sectors;) Poor regional communication;) Absence of systemic regional support for CARIFESTA;) ; | <ul style="list-style-type: none">) Increased competitiveness through more formal training;) Increased professionalization through certification;) Facilitating new forms of collaboration among stakeholders;) Develop a national cultural curriculum in schools;) Creating long term cultural infrastructure;) Increased exports of cultural goods and services using FTAs;) Access to diasporic markets;) Telecoms is a growing mechanism for market integration; | <p>infringement of copyright</p> <ul style="list-style-type: none">) Visa restrictions for artists in main key markets (e.g. US, France, French WIs)) Not fully integrated into regional markets <p>Widening digital divide</p> |

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| | | | <ul style="list-style-type: none">) Scope for the development of a integrated cultural policy framework | |
| <i>PRO-FESSIONAL SERVICES</i> | <ul style="list-style-type: none">) Significant contributor to GDP;) Conducive to fostering a culture of entrepreneurship ;) Enjoys good market access through critical mass of human resource pool;) Strong networking which enables small firms and sole operators to bid for larger | <ul style="list-style-type: none">) The legal, policy and institutional framework is inadequate;) Professional associations are weak or non-existent;) Inadequate registration and licensing of professionals which adversely impacts on access to extra-regional markets;) Lack of data on the sub-sector, as professionals appear to operate below the radar; | <ul style="list-style-type: none">) Professional associations can be established and strengthened;) Seize the opportunities created by existing trade agreement and the liberalisation of the sub-sector;) Professional services can provide business processing and knowledge processing | <ul style="list-style-type: none">) Opened to foreign competition due to non-regulation of many sub-sub-sectors;) Lack of collaboration between professionals in the diaspora and CARICOM constraining investment in the sub-sector;) The cultural differences (governance, |

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| | <p>project regionally;</p> <p>) Enjoys strategic alliances with international firms;</p> <p>) Recognised as competitive through innovation and use of new processes and solutions;</p> <p>) Have access to multiple sources for certification;</p> <p>) Enjoys the adoption of a Regional Policy on the Provision of the services;</p> <p>) Many professionals</p> | <p>) Inter-sectoral and inter-agency coordination, within the public sector, is too inadequate to support innovation and productivity of professional service providers;</p> <p>) The CARICOM ICT infrastructure not conducive to greater use of cross border trade in professional services;</p> <p>) Very little investment by professionals in the diaspora due to weak collaboration with their counterparts in CARICOM.</p> | <p>services to all other sectors in the economy, including investment promotion;</p> <p>) Increased intra-sectoral linkages;</p> <p>) Increased registration and licensing of professionals;</p> <p>) Increase success in procurement bidding through informal consortia.</p> <p>) Increase investment by professionals in the diaspora through greater collaboration</p> | <p>linguistics and education) within the CARICOM region;</p> <p>) Non-establishment of accreditation bodies in all CARICOM Member States vis-à-vis third states;</p> <p>) The non-Membership of the Bahamas in the CSME affecting total free movement of professionals within the Community;</p> <p>) Non-borrowing Members of the</p> |

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| | <p>share the same alumni;) Enjoys increasing gender balance</p> | | <p>with CARICOM professionals.</p> | <p>CDB can bid for projects within CARICOM without showing evidence of local content;) Public sector procurement in the region is not very transparent and there is not any stated need for local content.</p> |
| <i>HEALTH AND WELLNESS SERVICES</i> | <p>) CARICOM Member States enjoy strong functional cooperation in the area of Health; - CCH Framework;</p> | <p>) In some Member States there is still significant poverty and unemployment;) The relatively high prevalence rate of people living with HIV especially among young productive</p> | <p>Health financing and Trade in Health Services:) Combining Spa's within weight loss and fitness centers;) Establishing drug</p> | <p>) Undocumented immigrants who are carriers of diseases;) Ultimate acts of nature which reverse the health gains in</p> |

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| | <ul style="list-style-type: none">) First region in the world to eliminate polio and measles;) Good performance in achieving the SDGs: Goals 1,4,5, and 6) Existence of the CARICOM Single market and Economy (CSME);) Initial start with the free movement of people;) Willingness to cooperate and improve the regional strength;) Most Member States have a | <ul style="list-style-type: none"> males and young women;) The absence of a coordinated regional resource mobilisation framework for Health and wellness;) Policy development and initiatives are frequently not followed-up by feasibility studies to facilitate decision making by policy makers;) High transactions costs in maintaining the health sector;) Legislation is lacking in several areas required to further develop the Services sector; | <ul style="list-style-type: none"> detoxification and rehabilitation centers;) Establishing physical rehabilitation centers;) Creating Caribbean Medical Centers of Excellence;) Scientific research in collaboration with overseas Universities;) Improving the revenues from offshore medical schools;) Developing a medical cannabis | <ul style="list-style-type: none"> very short time periods;) Importation of dangerous goods and substances;) Transhipment of nuclear wastes through the Caribbean sea;) Spread of communicable diseases by visitors;) Non-honouring of insurance claims by re-insurers and retrocessioners; |

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| | <p>national health services structure;</p> <p>) Vaccination coverage is up to standards in nearly all Member States;</p> <p>) In general a very well developed hotel services sector exists;</p> <p>) Some countries (The Bahamas and Barbados) are highly ranked on the World Human Development Index.</p> | <p>) Many Member States are still vulnerable to natural disasters;</p> <p>) Several countries' economies are not diverse and therefore vulnerable;</p> <p>) Insufficient cooperation between the public and private sector;</p> <p>) Slow implementation of policy decision;</p> <p>) Increasing cost of health care;</p> <p>) Inadequate private-public partnerships in health financing;</p> <p>) .</p> | <p>/marijuana industry;</p> <p>) Implementing mandatory travel/health insurance for visitors;</p> <p>) Developing E-Health Services;</p> <p>) Developing the Caribbean Condom Brand;</p> <p>) Increase the capacity at the Ministries of Health and Trade to improve the development and implementation of Health and Wellness</p> | |

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| | | | <p> policies and strategies;) Update legislation in health and further facilitate free movement of all healthcare providers and consumers;) Establish policies for quality standards in health, , certification, registration and licensing at the national and regional levels;) Conduct a feasibility study on the cooperation </p> | |

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| | | | <p>possibilities with overseas health institutions and insurance companies;</p> <p>) Develop a Cost Benefit Analysis for the delivery of health care in the region;</p> <p>) Improve the relationship between Ministries of Health and the private sector/NGOs;;</p> | |
| <i>TOURISM SERVICES</i> | <p>) Strong Caribbean brand;</p> <p>) Diversified portfolio of tourism products - variety and diversity</p> | <p>) Limited financial resources of member states;</p> <p>) Limited international and regional airlift;</p> | <p>) Increased interest in CARICOM destinations by emerging markets, e.g.</p> | <p>) Industry highly susceptible to increases in fuel prices;</p> <p>) Industry highly sensitive to</p> |

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| | <p>as a regional destination;</p> <ul style="list-style-type: none">) Year-round warm-weather destination;) Close proximity to the key source market of North America (USA and Canada);) Historical and cultural ties with the major markets including the United Kingdom, France, Netherlands;) Speaking three of the most common languages in the world – Dutch, English and French;) A talented and educated population base; | <ul style="list-style-type: none">) Limited regional connectivity via sea, e.g. regional ferry services;) Fragmented geographic make-up of the region;) High levels of bureaucracy because of political and sovereign factors;) Multiple visa systems limiting easy movement of visitors to multiple destinations;) Limited systems in place to fully measure tourism true economic contribution;) High leakage of tourism revenues;) Insufficient linkages of tourism with other sectors; | <p>China, Arab nations;</p> <ul style="list-style-type: none">) New product development of alternative and non-traditional tourism types, e.g. underwater parks in the Bahamas and Grenada;) Leveraging of the Internet for promotion and distribution activities;) Collaboration in the development of CARICOM branding and marketing;) Multi-destination travel among | <p>economic shocks, particularly in main markets such as USA, UK and Europe;</p> <ul style="list-style-type: none">) Impact of travel and accommodation taxes (e.g., airport passenger duty, room tax);) Heavy dependence on North American tourist market;) Strong competition from Central and South American destinations for the North American market;) Seasonal nature of the industry;) Environmental and socio-cultural issues related to |

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| | <ul style="list-style-type: none">) Warm and friendly people;) Common cultural and historical foundation;) A resilient tourism sector;) The largest cruise region in the world;) Rich stock of natural and cultural attractions;) Long established tourism industry;) Well-established regional support organizations: CARICOM, CTO, CHTA, Carib Export;) Proximity to emerging Southern American markets;) Established positive relationships with | <ul style="list-style-type: none">) Limited financing opportunities, particularly for SMEs;) Tourism not given sufficient priority at certain levels of society;) Cost disadvantage when compared to a number of popular destinations of North American and European tourists;) Lack of awareness at the national level of the importance of tourism to the economy;) Under-developed multi-destination itineraries;) High cost of intra-regional travel;) Limited accessibility due to lack of developed services and infrastructure; | <ul style="list-style-type: none"> the CARICOM countries;) Increased local and inter-country travel by domestic and regional visitors;) Generating greater wealth creating-opportunities along the tourism value chain;) Multiplier effect and linkages to other sectors;) Growing trend towards authentic and natural experiences, e.g. Airbnb – live like a local; | <ul style="list-style-type: none"> increased volumes of visitors;) Global warming and other impacts of climate change;) Susceptibility to hurricanes and other natural disasters;;) Outbreak of communicable diseases, such as, Zika and Chikungunya;) Growing competition from new and emerging destinations;) Physical impact of increased volumes of visitors, possibly leading to degradation and alteration of natural |

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| | <p>key stakeholders e.g. tour operators, airlines, media;</p> | <p>) Lack of adequate investment in product enhancement and development;</p> <p>) Heavy reliance of some countries on external labour;</p> | <p>) Availability of the ISO / CD 21902 Tourism and related services- Accessible Tourism for all – Requirements and Recommendations (under development) for adoption;</p> <p>) Availability of blockchain technologies to assist in the reduction of cost inefficiencies in the sector;</p> <p>) More cost-effective alternative energy solutions</p> | <p>areas, particularly in sensitive areas;</p> <p>) Limited marketing in key source markets;</p> <p>) Lack of a sustainable funding mechanism for regional marketing;</p> <p>) Slow progress in market diversification;</p> <p>) Impact of increased crime on the region’s image as a “safe” destination.</p> |

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| | | | available in the region., | |
| <i>TRADE IN EDUCATION SERVICES</i> | <ul style="list-style-type: none">) The region has a reputation of being the provider of quality tertiary education through regional universities;) A solid framework and standards for TVET;) High ranking on the HDI;) Relatively low cost of tuition vis-a vis the OECD countries;) Little or no legislative impediments to trade in | <ul style="list-style-type: none">) Inadequate or inconsistent accreditation standards for tertiary institutions;) Large gaps in the scores on Global Competitive Index;) Unfavourable balance of trade in Mode 2-Consumption Abroad;) Limited accessibility and availability of key development indicators for monitoring the developments in TES especially Modes 1,3,4;) Limited availability of funds for investment into new opportunities | <ul style="list-style-type: none">) Increased commitments to expand digital infrastructure within each Member State;) Removal of restrictions on intra-regional mobility of academia;) Establishment of satellite campuses;) Improvements in engagements and knowledge sharing and collaboration between regional and | <ul style="list-style-type: none">) The presence of offshore universities with commercial presence;) The high level of nationals participating in online or distance learning programmes overseas;) The strong presence of private training companies (e.g. Microsoft, CISCO, COMPTIA, etc.) in Member |

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| | Education services; | <p>in TES – Modes 1 and 3;</p> <p>) Relatively small population/consumer base resulting in limited global market power and competitive base;</p> <p>) Average to low GDP vis-à-vis the rest of the world;</p> <p>) Limited coordination between education services stakeholders and trade stakeholders at the national and regional levels;</p> <p>)</p> | <p>national universities;</p> <p>) Strengthen Public/Private partnerships and corporate linkages among industries and Member States across all Modes of supply;</p> <p>) Strengthen CARICOM-EU linkages to increase the intake of international students into local universities.</p> | <p>States that may hinder competition from national institutions;</p> <p>) Intense competition from OECS countries and others across all modes of supply;</p> <p>) Natural disasters.</p> |
| <i>SPORTING SERVICES</i> |) International bodies have a strong presence |) Maintenance and availability of regional infrastructures at |) Opportunities for leveraging the human |) Losing sporting business to |

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| | <p>in the region and provide financial, regulatory and standards framework for the sector;</p> <p>) Political support to develop sporting services as an industry;</p> <p>) Active volunteer groups which positively impacts on the development of the sector;</p> | <p>acceptable international standard are poor;</p> <p>) Several of the supporting services are not at an international standard;</p> <p>) .Lack of international expertise, exposure and small size of the market fosters limited capacity;</p> <p>) Inadequate media commitment to sports;</p> <p>) Inability to meet standards set by WADA;</p> | <p>resources to train sports persons;</p> <p>) Continue to utilise international consultants to gain international expertise and knowledge management transfer system;</p> <p>) Export regional talent and sporting services through</p> | <p>overseas interests;</p> <p>) Maintaining credibility in testing procedures to international standards;</p> <p>) Fostering a level incentives playing field bfor both regional and extra-regional sports persons;</p> <p>) External competitors offer more</p> |

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| | <ul style="list-style-type: none">) Supportive educational programmes in most Member States;) Significant competencies exist;) Use of lottery funds to support sports;) Funding by international federations;) Proximity to major sporting markets for sports and | <ul style="list-style-type: none">) Lack of marketing of sporting services;) Inadequate marketing expertise in the region;) Poor community involvement;) Absence of a goal for sporting services;) Sports not seen as an industry;) Lack of highly trained administrators;) Failure to recognise minor sports which could impact on the level of sporting services; | <ul style="list-style-type: none">) collaboration agreements;) Hosting events on a scale that maximises the use of existing infrastructure;) Increase usage of broadcasting rights;) Create a calendar of events across the region;) .build multi-purpose facilities and | <ul style="list-style-type: none">) lucrative incentives to pull talents from the region;) High costs to keep up-to-date.) Inability or resistance to identify sporting services opportunities – being reactive rather than proactive – future planning. |

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| | <p>sporting services;</p> <p>) .All year tropical regional climate</p> | <p>) Absence of a clearly documented and implemented sporting policy which is communicated to stakeholders;</p> <p>) Several sporting federations/associations operate as hobbies or personal asset of individuals;</p> <p>) Absence of a regional sporting policy and strategy;</p> <p>) High level of scepticism about the formulation of sporting services;</p> | <p>link sports with entertainment;</p> <p>) Utilise more franchises with other sporting agencies/sporting services;</p> <p>) Develop sporting services as an industry across the region;</p> <p>) Hosting more regional and international competitions;</p> <p>) Forge greater linkages with</p> | <p>Slow responsiveness to opportunities in the global landscape.</p> <p>Disconnect with persons who are the enablers – policymakers, persons with relevant skills sets – experts, visionaries, managers to develop the sectors and capitalise on opportunities (present/future).</p> <p>Losing our sporting business (people, talent, brands, money) to overseas interests.</p> |

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|-------------------------|---|---|---|
| | | <ul style="list-style-type: none">) Influence of politics at the local level;) Absence of a distinct budget line item for sports and sporting services;) Outdated or non-existent legislation;) RTC limits the development of sporting goods and services;) Limited incentives for sporting services;) Foreign sports persons might get better incentives than those from the region; | <ul style="list-style-type: none"> international sporting bodies to foster strengthen sporting policy;) Foster greater harmonisation between national and regional bodies;) Review and adopt best practices internationally and regionally;) Tap the availability of international | <p>Other regions prepared and already developing their sporting services. Service culture exists in other locations hence having to compete with similar assets – climate, challenge of attitudes. Maintaining credibility in testing, assessment procedures to international standards. High cost of travel and movement of goods and services across the region to be accessed by international travellers.</p> |

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|-------------------------|---|---|---|
| | | <ul style="list-style-type: none">) Time and process to receive incentives is too long;) General absence of a regional incentives policy and framework;) Inadequate pool of trainers;) Dearth of sports medicine personnel;) Absence of high performance centers;) High emigration of sports persons;) Insufficient number of certified professionals at all level of sports; | <ul style="list-style-type: none"> funding for sporting services;) Use incentives to attract events;) On-line training courses for certification;) Technology is available at internationally competitive rates;) Develop and implement a comprehensive knowledge management | <p>Limited and inconsistent international airline/transportation connections within the region – value for money spent.</p> |

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|-------------------------|--|---|-----------------------|
| | | <ul style="list-style-type: none">) Poor retention and leveraging of skills affecting transfer of knowledge to others locally;) High cost of monitoring and administering anti-doping activities;) Lack of funding;) Lack of competitive salaries;) Inadequate private/public partnerships;) Lack of technology equipment; | <ul style="list-style-type: none"> transfer system that remains in the region;) .Participation in international recreational and competitive sports and support sporting services;) .Export/import of regional talent through methods such as collaboration with other international | |

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|-------------------------|---|---|-----------------------|
| | | <ul style="list-style-type: none">) Lack of up-to-date programmes;) Poor planning of acquiring sporting technology;) Lack of integration of technology to capture data, research, facilitating communication – TV rights, training and development, marketing;) Poor appreciation of the linkages needed to drive sporting services.; | <ul style="list-style-type: none"> sporting service bodies;) Hosting events on a scale that is facilitated by existing and future infrastructure, focusing on issues such as broadcast rights to improve revenues;) Building from community to international level – opportunities for | |

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|-------------------------|--------------------------|--|-----------------------|
| | | | <p>external participation e.g. Twinning of events with international interest groups;</p> <p>) .Develop more franchises with other sporting agencies/sporting services;</p> <p>) Create a calendar of events across the region and internationally to fit into their calendars;</p> | |

DRAFT REGIONAL SUBSECTOR SWOTS

| <i>SUB-SECTOR</i> | <i>STRENGTHS</i> | <i>WEAKNESSES</i> | <i>OPPORTUNITIES</i> | <i>THREATS</i> |
|--------------------------|-------------------------|--------------------------|--|-----------------------|
| | | | <p>) .Building multi-purpose facilities;</p> <p>) linking sports with entertainment for further economic growth and development.</p> | |