

**COMPONENTE AGRICOLA DEL PROYECTO DE APOYO TECNOLOGICO PARA LAS
INDUSTRIAS DE EXPORTACION DE CENTROAMERICA Y PANAMA**

**THE BELIZE CHAMBER OF COMMERCE AND INDUSTRY
LONG-RANGE PLANNING ASSISTANCE
FINAL REPORT**

Assignment Number: ST-143

PREPARED BY:

Kandell Bentley-Baker
Joseph M. Thomas
InterAmericas Group, Inc.

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FINAL REPORT LONG-RANGE PLANNING ASSISTANCE TO BCCI

INTRODUCTION

This report is the final component of a project conducted by the PROEXAG Institutional Self-Sufficiency team to assist the Belize Chamber of Commerce and Industry (BCCI) in the development of their long-range strategic plan. The project also included a full organizational and financial assessment of BCCI (Appendix A) and a two-day, long-range planning workshop with Chamber leadership (Appendix E).

The main body of the report consists of two major segments: 1) key recommendations for organizational refinement in order to maximize long-range sustainability and 2) specific suggestions to assist BCCI in implementation of the long-range plan. The background and rationale for the recommendations were provided in the organizational assessment and will not be repeated in the body of the final report.

It is important to note that the key recommendations in this final report are products of the two-day workshop and reflect the collaborative thinking of the PROEXAG team and the BCCI leadership. In some cases, clear consensus was achieved during the workshop session, while in other cases, issues were analyzed without reaching full agreement among the BCCI board and management. This distinction will be noted throughout the report. Background material on the workshop in Appendix B includes some of the raw data collected during group discussions. This information provides an overview of the input from the BCCI board and management on the key issues.

BACKGROUND

USAID funding to BCCI ends on July 31, 1993 with the expectation that BCCI will sustain economic development efforts on its own, a daunting challenge that faces many USAID-funded implementing organizations throughout the LAC region. Much to the credit of BCCI's staff and board, the organization has pulled together an entrepreneurial approach to financial self-sufficiency - management of the Belize national lottery coupled with a joint venture with Western Union to operate money transfer offices throughout Belize. Both strategies appear to be falling into place with financial rewards meeting or surpassing initial expectations.

While these measures resolved the immediate financial dilemma which might have restricted BCCI's future capabilities, several challenges remained which needed to be resolved as part of BCCI's revised long-range business plan.

1. How should the activities related to the lottery and Western Union be folded into the organizational structure and operations so that the real (and very important) mission, objectives and image of BCCI are not compromised?
2. How can cost recovery be increased throughout the various divisions of BCCI? While the lottery provides an important financial base for the organization, it does not supplant the need for efficiency and cost recovery within all four divisions.
3. How can BCCI increase its membership and membership involvement - two elements important to its mission regardless of its financial status?
4. How can BCCI capitalize on the stability offered through its entrepreneurial activity to enhance its leadership role in the economic and social development of Belize?
5. How can BCCI manage its finances over the next five years in order to establish financial security independent from the lottery income?

It was to examine these basic issues that the PROEXAG institutional self-sufficiency team was invited to provide input to BCCI on the development of a long-term strategic plan.

An extensive organizational assessment (Appendix A) was completed in April followed by a two-day planning conference on May 29 and 30, 1993. The BCCI Board of Directors, the General Manager and the four division managers comprised the planning team. The workshop drew upon the consultant's recommendations and input from the BCCI planning team to facilitate agreement among the Chamber's leadership on a series of key organizational issues:

- Long-range Mission and Goals
- Membership Development
- Service Improvement and Marketing
- Structural Refinement
- Staff Development
- Communications and Image Development
- Financial Management

Through both the assessment and the workshop, the PROEXAG team found the Chamber to be a highly respected, well managed, energetic and effective organization. The management is imaginative, hard-working and entrepreneurial in its approach. The Board is equally committed to the success of BCCI and of Belize. All of them see BCCI as an important factor in the economic and social development of the country and want to do their part to shape the organization to meet the challenges of the next ten years.

Springing from this solid base, the following recommendations for the long-range plan address issues of organizational refinement, enhancement and expansion (both in size and influence) and do not center around crisis management or survival.

It must also be assumed that once the long-range plan is forged, new opportunities will arise for BCCI which will require additional refinements to the plan. For this reason, the long-range plan produced over the next month should be reviewed annually and revised to reflect the ever-evolving context in which the organization functions. Without this flexibility, BCCI will lose its ability to lead others.

I. RECOMMENDATIONS FOR THE LONG-RANGE STRATEGIC PLAN

The consulting team proposed the following outline for the plan. Certainly, as the plan is written, additional areas may arise for inclusion.

1. INTRODUCTION

- Brief Background and Financial Status
- Brief Description of BCCI's Future (The Vision)
- Goals and Objectives of the Strategic Plan

2. BCCI MISSION

- Balancing Membership Service, Country Development and Financial Self-Sufficiency
- Refinement of the Mission Statement

3. MEMBERSHIP DEVELOPMENT

- Current Membership Profile
- Membership Profile and Expansion Goals
- Membership Involvement

4. SERVICES, PROJECTS AND ACTIVITIES

- New Services and Activities
- Expansion of Existing Services
- Services/Activities to Curtail
- Pricing Services
- Marketing Services More Effectively

5. GOVERNANCE, MANAGEMENT AND ORGANIZATIONAL STRUCTURE

- Instituting a New & Expanded Annual Planning Process
- Organizational Restructuring
- Strengthening of District Chapters

6. COMMUNICATION AND CHAMBER PROMOTION

- Developing BCCI's Image in Belize
- Improving Membership Communication
- Managing Marketing of the Lottery and other Income Generating Activity
- A Broad-Based Communication Strategy for BCCI

7. FINANCIAL ANALYSIS AND FIVE-YEAR PROJECTIONS

- Improvements in Financial Reporting and Management Systems

- Five-year Financial Goals and Assumptions
- Five-year Financial Projections

The decisions made and recommendations discussed during the planning workshop will be presented by following the above outline in hopes that this will provide maximum assistance to the final crafting of the long-range plan.

SECTION 1: INTRODUCTION

A. Brief Background and Financial Status

The purpose of this section is to define the context for the long-range plan. A key point to make is that BCCI is in a period of major transition due to removal of AID funding and the development of several major new financial ventures which will have a significant impact on the operations of the organization. The future opportunities made possible by this transition (as well as the challenges they pose) should be emphasized. It would also be appropriate here to mention the external environment affecting BCCI, where Belize is in its development process and how this affects BCCI's future direction. What is the business environment; how is that affecting members and potential members; and what can BCCI do to support progress?

B. Brief Description of BCCI's Future (the vision)

On two occasions during the workshop, the planning team spent time discussing the future vision of the organization. Below are those concepts which seemed to be shared by several within the planning group:

- The organization will become bigger, both in membership and staff. Size will be managed so that services can keep up with membership growth.
- Greater emphasis will be placed on the district chapters, giving them offices, staff support, budgets, etc.
- BCCI will become an umbrella organization with other associations, as well as individuals, as members.
- BCCI will expand its facilities in Belize City in order to accommodate growth.
- The organization's partnership with government will be enhanced; BCCI will be viewed as the "voice of the private sector" to an even greater degree than it is today.

- Policy reform will become a greater organizational service.
- Social development will become a stronger component within BCCI.
- The endowment will be significantly expanded in order to increase BCCI's financial stability and independence.
- Other funds will be developed to support Small Business Development, Junior Achievement and other special programs.
- Members will be more actively involved in committees, activities and agenda-setting for the Chamber.
- Services will be available through the Chamber to serve a broader range of the membership.
- BCCI will work more closely in collaboration with other organizations in Belize.
- Communications with the general public and the membership will increase.
- The divisions of BCCI, even those involved in development projects and services will be engaged in fee-generating activity which contributes to the cost-recovery rate.

C. Goals and Objectives of the Strategic Plan

From the vision statements, the key goals and objectives for BCCI's next five years can be drawn. The five-year strategy will be designed to achieve these stated long-range objectives. Also helpful in developing the long-range goals will be the list of organizational strengths and weaknesses developed during the workshop and outlined in the following chart. The list was generated by the members of the planning team which consisted of BCCI managers and the Executive Committee. The categories were not given to the respondents, but rather were used to organize the data. For this reason, some categories are included on one column, but not on the other.

BCCI STRENGTHS	BCCI WEAKNESSES
<p>Vision and Objections</p> <ul style="list-style-type: none"> • National in Scope • Long Range Thinking/Planning • Socially Responsible • Environmentally Responsible • Quick to recognize problems & respond • "In touch" with country's development needs • Aggressive - pro-active 	<p>Vision/Objectives</p> <ul style="list-style-type: none"> • Need to work more with NGOs • Need to work closer with small business • Non-profit status • More social development projects • Need to speak out more on national business issues • Caters to big business
<p>Leadership</p> <ul style="list-style-type: none"> • Problem solvers • Good in export development • Well connected • NTAE • Involves most of private sector • Created positive image • Vanguard of private sector • International representative • Dignified image • Good at building linkages 	<p>Leadership</p> <ul style="list-style-type: none"> • Insufficient planning - Chamber just reacts
<p>Image/Communication</p> <ul style="list-style-type: none"> • Good relationship - partnership with Government • Respected • Champion and good representative of the private sector • Effective lobbyist • Not seen as political • Good newsletter 	<p>Image/Communications</p> <ul style="list-style-type: none"> • More communication to public • More outreach needed • Problem with churches and the lottery • Communications with members is weak • Poor communication of services • Members need more information on Chamber's role and activities

<p>Services</p> <ul style="list-style-type: none"> • Improving seminars • Good newsletter - informative • Can assist in business development • Handicraft support 	<p>Services</p> <ul style="list-style-type: none"> • Inability to provide trade information in timely way • Need to create access to money markets for members • Too general - no special programs for industry
<p>Resource Use</p> <ul style="list-style-type: none"> • Creative resource generation (lotto & Western Union) • good efficiency - does much with few resources • Ability to access foreign technical assistance 	<p>Resource Use</p> <ul style="list-style-type: none"> • Need to achieve sustainability • Inadequate control over finances • Better budgeting and reporting process
<p>Staff</p> <ul style="list-style-type: none"> • "Zeal" of management team • Sensitive to member needs • Excellent executive council and staff • Dedicated 	<p>Staff</p> <ul style="list-style-type: none"> • Takes complaints only from collective groupings • Too many irons in the fire • Staff is too busy • Not welcome feeling when you enter the offices
	<p>Member Relations</p> <ul style="list-style-type: none"> • District chapters don't get enough attention. • Need to improve membership retention • Need to increase membership • Non-involvement of membership • Need more meetings with the general assembly • Members need to be more involved
	<p>Structure</p> <ul style="list-style-type: none"> • Top heavy (too many chiefs) • Committees are ineffective
	<p>Facilities</p> <ul style="list-style-type: none"> • Offices needed in the Districts • Need to fix up the offices

SECTION 2.

BCCI MISSION

A. Balancing Membership Service, Country Development and Financial Self-Sufficiency.

This brief narrative in the opening of this section of the long-range plan should lay the foundation for the mission statement by describing briefly the three general types of activity the Chamber will engage in and the relative importance of each.

B. Refinement of the Mission Statement

During the workshop, a refined version of the mission statement was presented in order to assist BCCI in communicating more clearly, both internally and externally, what type of organization it is; what it does; who it serves; and how it prioritizes its activities. The refined mission statement does not change the basic substance of the mission; it merely separates and highlights key components to make the statement easier to decipher.

The current mission of the Chamber is two-fold:

1. To foster the economic growth and social well-being of the nation through the free enterprise system at all levels by promoting and protecting, both nationally and internationally, commerce, all sectors of industry which includes agribusiness, tourism and manufacturing, the professions and the trades.
2. To continually strive to enhance the Chamber's ability to better serve its members whilst operating as a self-sustaining, non-profit, non-political organization.

The proposed new mission statement is as follows:

The Belize Chamber of Commerce and Industry is a self-sustaining and non-political private sector association which

- a. Provides leadership in the economic and social development of Belize.
- b. Serves its members by promoting and protecting all sectors of industry including agribusiness, tourism, manufacturing, the professions and the trades.
- c. Promotes private sector enterprise development and international trade and investment.

As the Chamber reviews the mission statement more closely, they may make further alterations. In doing so, it is recommended that words or phrases which describe the type of organization remain in the opening section and separate from those which state what the Chamber does. Phrases should remain relatively simple, straight forward and clear. The order of the action statements (A, B & C) should reflect the priorities between membership services, country development and self-sustainability as outlined in the brief narrative section preceding the mission statement.

SECTION 3: MEMBERSHIP DEVELOPMENT

For BCCI membership recruitment, communications and retention are at the core of the mission. All aspects of the organization - its structure, staffing, services, finances and communications - should revolve around the needs and business agenda of the membership. For BCCI, this requires a sharpening of focus and a significant increase in interaction with the general membership through a variety of mechanisms.

A. Current Membership Profile

The charts below lay out the current membership profile by size of businesses and by region of Belize. A third way to analyze membership through sector was not readily available.

BREAKOUT BY DUES CATEGORY

DUES CATEGORY	NUMBER
Bz\$2,000	14
\$1,000 - \$1,999	26
\$500 - \$999	14
\$250 - \$499	47
\$125 - \$249	378
BELOW \$124	45
TOTAL	524

BREAKOUT BY REGION AND PAYMENT STATUS

DISTRICT	PAID MEMBERS	DELINQUENT	TOTAL
BELIZE	182	99	281
CAYO	50	16	66
SAN PEDRO	34	20	54
TOLEDO	10	4	14

COROZAL	14	19	33
ORANGE WALK	20	11	31
STAN CREEK	16	12	28
USA	8	7	15
TOTAL	335	189	524

The membership profile is very valuable when determining the service menu and the potential for service sales. It is also important to review the current profile when setting goals for a membership campaign.

An analysis of the profile reveals that a clear majority of the members are smaller enterprises which may not be able to benefit from services relating to investment and export promotion. BCCI's current service menu provides few services that would be beneficial to smaller enterprises, an issue which will be addressed in greater depth under the service menu section.

During the workshop, it was recommended that the BCCI staff engage in a membership survey that would assist them in their upcoming decision-making. This interaction with their market or constituency should continue through a variety of mechanisms in order to stay current with member needs as they evolve. Since the workshop, a first draft of a membership survey has already been prepared by the staff and is undergoing review and refinement.

B. Membership Profile and Expansion Goals

Another focus of discussion during the workshop was the current system adopted for membership expansion which utilizes recruitment agents who receive commission on memberships sold. Also discussed was the development of clearly articulated goals for the membership campaign. Several issues were raised:

- ▶ Do agents make good representatives of the Chamber when contacting potential new members? There is disagreement among the staff and board members on this issue. The current campaign will provide important feedback and should be considered an experiment. The alternative would involve using current members to recruit new members with strong staff support and back-up materials.

To ensure that the agent approach now in effect has the greatest chance of success, training of agents must be carefully managed. Attractive, well written materials should be prepared for use by

the agents to ensure that the right messages are going out and that those contacted are left with good materials after the sales pitch. The incentives to join the Chamber should be carefully thought out and included in the materials. Finally, a well-planned induction and orientation session for new members should be instituted in order to shore up the agents' information and to draw the new members into involvement on committees (standing, sector and ad hoc) and to get them started as service users. A membership handbook is also proposed which would give the members more in-depth information on the Chambers' structure, committees, staff, services and activities and how to access services and divisions.

- ▶ What is a reasonable growth rate for the Chamber? Once again there appears to be disagreement among the planning team. On the one hand, a goal of 1,500 new members over the next couple of years is cited as desirable in order to increase income from dues and fees and to increase the power base of the Chamber. The opposing position favors more controlled growth which enables the staff and service menu to continually adapt to new member needs. Those holding this view favor growth at a much slower rate, around 150 - 200 annually.

This issue is complex. Clearly the membership roster cannot grow by 1,500 in a two-year period without creating severe strain on an already overworked staff. The staff in Belize City cannot grow, even enough to meet current needs, due to space constraints in the facility which are now exacerbated by inclusion of the lottery and Western Union personnel. In addition, the next year may need to be spent with leadership attention focused on effecting the organizational transition, redefining the service menu, incorporating the new business concerns, and dealing with image and communication issues. Simultaneously attempting to deal with even 500 new members could present serious problems.

On the other hand, it is important to note that growth out in the regional chapters could be very beneficial to BCCI and could be accomplished without placing a major burden on the core staff in Belize City. Currently any new member, regardless of their location, represents new work for the small group of core staff who deal with

members. One approach would involve setting a target number of paid members needed in order to warrant hiring a regional coordinator. The regional coordinator could report to the Director of Membership and Chamber Affairs and would work with the regional officers to conduct business for the regional chapter. This approach provides an incentive to growth without placing undue burden on the core staff.

- ▶ In addition to rate of expansion, should growth be managed in other ways? Profile management has definite advantages. It assists those running membership campaigns to target their efforts more precisely and it gives managers more control over the results. The concept is relatively simple. Profile management involves looking at the current demographic breakdown of members in terms of dues category, sector, and region of the country and then identifying specific growth targets within each category. Certain sectors or regions may be under represented, contributing to an imbalance in the organization which could, in turn, have an impact on service use, political clout and/or scope of influence. Diversity within the membership is clearly an advantage to the Chamber.

As BCCI managers oversee the current membership drive, periodic monitoring of results is recommended in order to adjust recruiter's efforts to target those regions, sectors or businesses that need greater representation.

C. Membership Involvement

Planners agreed unanimously that the lack of membership involvement was a problem for BCCI. The following recommendations were discussed during the workshop as strategies for inclusion in the long-range plan to increase their participation.

- ▶ Implement a membership survey on a periodic basis to open two-way dialogue with the membership on their needs, their level of satisfaction with current services and activities, and their views of BCCI's future. BCCI has already developed the first draft of a survey which is now being reviewed. A sample survey (which may be too long for BCCI's purposes) is included in Appendix C in hopes that it can be of some assistance.

- ▶ Members need to be drawn into participation when they first join the Chamber. An induction/orientation event is recommended, perhaps done every two months, to meet with new members, formally welcome them to the Chamber, introduce them to the staff, inform them of the services, describe the committees they can join, and reiterate the rewards of membership and participation.
- ▶ The current committee structure is not attracting membership participation. Sector committees are recommended for the purpose of identifying sector needs, enhancing the Chamber's networking function and providing input into the annual work agenda, the policy agenda, the development agenda, and new projects....all of which have an impact on budget. Staff support to the sector committees should be clearly defined and should constitute an important component of the staff's job descriptions.
- ▶ Current standing committees as outlined in the by-laws (membership, finance, public affairs, etc.) need to be redefined, with very clear charges and convened when there is specific business to be completed for the board. Staff support to the committee chairs should be strengthened.
- ▶ The members need to be given a stronger role in guiding the agenda of BCCI. One proposal warmly received was the idea of an annual agenda-setting conference patterned after the Greater Miami Chamber of Commerce's Annual Goals Conference. A description of this strategy is described under Governance and Structure because of its impact on decision-making in the organization.
- ▶ The current staff structure has only one person, the director of the Membership and Chamber Affairs division, who is specifically responsible for member relations. Naturally all staff members focus on serving members in one way or another, but staff expansion in membership relations and communication is a need, particularly as membership expands and BCCI relies more heavily on dues and fees.

SECTION 4: SERVICES, PROJECTS AND ACTIVITIES

A repeating theme during the workshop was the mismatch between members and services (services should address the needs of a broader range of the membership) and the need for better

communication with members about the services and how to access them. In addition, the need to improve cost containment and cost recovery dictates that some services be refined or curtailed, while others may need to be expanded. The recommendations emerging in the planning workshop and listed below provide some initial insights; however, BCCI will need to extend more effort and resources to analyze and rebuild their service menu.

A. New Services and Activities

The survey suggested earlier can provide more in-depth information about the new services members may perceive as important to their economic development. Regardless of what the specific new assistance might be, BCCI needs to provide a framework for offering business development services to the smaller enterprises which constitute a majority of the membership.

AID's past focus on exports and investment promotion may have significant value for the country's development and for many of the larger businesses in Belize; however, it is not particularly useful to most of BCCI members. A new service package discussed during the workshop is the creation of an Enterprise Development Center which offers a full range of support services from business start-up and concessions to finance, management and marketing training. Export development and business information services should also be a part of this new package.

In structuring the Center, it is proposed that BCCI establish an intake and diagnostic office which is the first contact point for the member seeking enterprise assistance. Here the member meets with a staff member who is trained to review the member's current business status, diagnose needs and prescribe a package of services offered by the Chamber and/or Chamber members. The package is outlined and fees identified for each service at this phase. The member is then referred to next person within the staff who is able to provide a portion of the services prescribed. In this fashion, the member is given advice and direction at the entry point and is then led step-by-step through the service process.

Also important to note is the likelihood of finding international donor support for the Enterprise Development Center.

B. Expansion of Existing Services and Activities

Several areas for service expansion should be considered in the strategic plan:

- ▶ Expansion of policy reform and advocacy: It was mentioned several times during the workshop that BCCI should be viewed as the voice of the private sector and should take on a stronger role in guiding policy reform needed to benefit private sector enterprise. Experience with other associations has demonstrated that leadership in policy reform is considered by members to be the most valuable service offered by the organization. As BCCI grows in size and prominence, its political leverage also grows.

Day-to-day interventions with government on behalf of members is not the most significant way to provide policy leadership. The Chamber should consider working through the sector committees and the annual goals conference to develop policy and government relations objectives which then guide the work of the public affairs staff through the year. Members should be rallied to assist in the lobbying effort through ad hoc sub-committees created to carry the workplan forward on the various policy objectives.

- ▶ Expansion of the role of the Diversified Business Consultancy Division (DBCD). The purview of the DBCD was discussed at length during the workshop and it was determined to be unwise to make the consultancies component a stand-alone division for the purpose of bringing revenue into the Chamber. It was agreed that the division would also include the proposed financial services package and would retain management of Western Union. Consultancies would continue to be a divisional activity but would be sold to non-members only at the profit-making rate. When consultants are matched with members through the Enterprise Development Center, the fee charged should be less. A new title, the Diversified Business Division, was proposed.

- ▶ Expansion of the role of the Product Marketing Division (PMD): The PMD currently serves the handicraft and arts sectors through the Belize Handicraft Centers. This work is gleaning positive results; however, the name of the division implies a much broader scope and, indeed, product marketing assistance is going to be an important element in the service package needed in the Enterprise Development Center. It should not be considered a problem that one of the prescribed services to a member going through the intake office is provided through another division. Marketing assistance should be expanded within PMD. On page 20, it is proposed that BCCI consider hiring a marketing and communication officer who can develop marketing

strategy for the lottery and other BCCI business ventures while also assisting members through PMD.

- ▶ Expansion of the Information Services Office and Library: The current focus is primarily on trade information. Expansion to include materials and data base access relevant to general enterprise development would make a valuable contribution to the membership. An Index on the types of information available also needs to be disseminated more widely to increase use of the service.
- ▶ Expansion of Social Development Activities: On several occasions throughout the workshop, participants stated that BCCI needed to become more involved in social development activities which improve the general quality of life in Belize - a factor which also affects business growth and investment.

C. Services to Curtail or Refine

In the interest of improving cost recovery and operational efficiency, there are several service areas which should be refined or curtailed in order to move organizational resources over to activities which are more in line with its current membership profile and needs.

- ▶ Redefine Investment Promotion Activities and Staff Roles: Duplication of efforts between BCCI and government agencies has caused some conflict and led to a workshop discussion on the redefinition of BCCI's role in investment promotion. One approach is for BCCI to focus more attention on increasing internal business investments, improving the business policy environment and assisting foreign investors once they have been drawn in through the government's promotional efforts. Certainly, when foreign investors are researching Belize as an investment opportunity, the Chamber can play a role in presenting the government's case and networking the potential investor through the business community.

The staff and resources of this area could be refocused on assistance to the Enterprise Development Center aiding members in concessions, business plans, financing arrangements, etc.

- ▶ Redefine the role of the Policy and Trade Economist to one with broader implications for business development and a sharper focus on the development of the annual policy reform agenda and the analysis papers needed to support the advocacy effort.

D. Pricing Services

In the assessment report, it was noted that current pricing practices are somewhat "hit and miss" and that no standard pricing process exists to provide consistency between the divisions. If most of the services to members are drawn under the Enterprise Development Center, greater consistency will become possible. However, pricing still needs a more rational basis derived from 1) services costs to BCCI (direct and indirect), 2) level of approved subsidy to be provided by the Chamber and 3) the ability of the member to pay.

E. Marketing Services

BCCI needs to place greater emphasis on marketing services by placing more resources into clearly written, professionally designed print materials and their distribution. A membership handbook was proposed which would include important information about BCCI for new members including descriptions of the services, who they would help, what benefits can be expected, how much they cost and how to access them. BCCI may want to consider giving coupons for free introductory services to new members in order to get them started as service users.

An important part of marketing is continual dialogue with current and potential users to determine levels of satisfaction and how the services can be improved. Annual surveys are part of this as are feedback forms whenever a member uses a service. Service providers need to continually investigate ways to make their services easier to access and more user friendly.

SECTION 5: GOVERNANCE, MANAGEMENT AND ORGANIZATIONAL STRUCTURE

Three major issues dominated this component of the planning process. These are 1) the planning and decision-making process, 2) the need to re-organize for the new tasks and priorities and 3) the need to strengthen the district chapters.

A. Planning and Decision-Making

An important part of involving the membership is giving them access to the substantive aspects of the Chamber, specifically participation in setting the annual agenda for Chamber priorities in country and enterprise development. Current methods have annual workplans being initiated by the division managers, then passed through the management team to the advisory committees and the executive committee. This is essentially a staff-driven model which does not facilitate membership participation.

The proposed alternative would involve the creation of another annual meeting for the general membership for the purpose

of planning the year's agenda, both for policy reform and for general goal-setting. The proposal is based on a tradition of the Greater Miami Chamber of Commerce that is highly successful - it attracts new members, creates a feeling of "ownership" and participation, it gets a great deal of newspaper and TV coverage and makes a profit, which the Chamber uses to support their policy advocacy efforts. It is considered by many business and community leaders to be the best networking event of the year. At the end of the conference, the Chamber presents to the press its new goals to be pursued over the next 12 months. Timing of the conference is dictated by the legislative session rather than by calendar or fiscal year.

After the conference, ad hoc committees are formed among the membership to carry out the individual goals. Generally membership on the committees is determined by those who supported the initiative during the conference. Leadership for the committees is selected by the board chairman and staff support is provided.

The goals are used by the management team to develop their strategic plan and individual division managers develop workplans for their division staff that will support the strategy. The process is basically a reverse of the current method.

The second annual meeting held six months later is the time when progress reports are made, strategies are refined and elections take place.

B. Organizational Restructuring

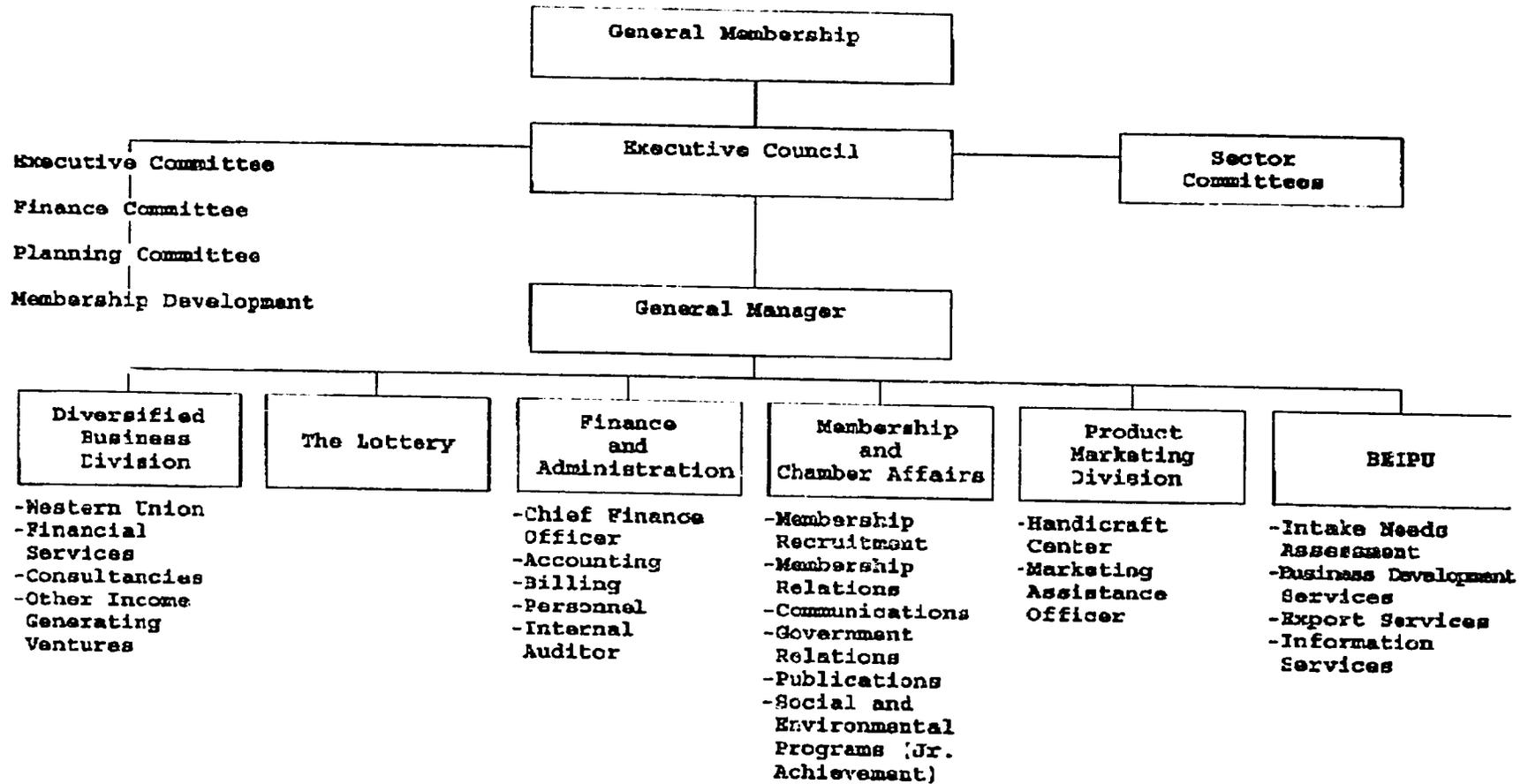
For a variety of reasons, it is timely for BCCI to review its current structure and determine the best new organization pattern to facilitate its new financial base, activities and services. During the workshop, discussion led to an organizational proposal (page 19) with the following characteristics:

1. The Chamber goes from four divisions to six, adding the Lottery Division and a Finance and Administration Division.
2. The Diversified Business Consultancy Division was changed to the Diversified Business Division and will continue to have income generation as its primary mission. The new division will include Western Union, a new financial services package, consultancy services and other revenue-generating enterprises.
3. The new Finance and Administration Division will be headed by a new Chief Finance Officer and will take the

internal administrative burden away from the Membership and Chamber Affairs Division.

4. Membership and Chamber Affairs will focus its attention on membership recruitment, relations and retention; government relations and policy reform; and external communications, Chamber promotion and publications. Also under this division will be responsibility for developing and managing social and environmental programs and Junior Achievement.
5. BEIPU will take responsibility for creating and managing the Enterprise Development Center. They will place less emphasis on investment promotion and focus more on the service needs of the general membership.
6. Sector committees will be established as an arm of the Executive Council to provide a forum for identifying and serving sector-specific needs.

PROPOSED BCCI STRUCTURE



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C. Strengthen District Chapters

Not addressed during the workshop was the issue of how the regional chapters should appear in the organizational chart. At present there is no regional staff and the elected regional representative sits on the Executive Council. Several times throughout the conference, members emphasized the desire to strengthen the districts, to create a small district staff and provide office space. Several recommendations follow for consideration by BCCI as part of their long-range plan.

- ▶ A strategy is needed for phasing in a staff and small office for the districts. As suggested earlier under membership expansion, a threshold number of regional members could be established which would trigger hiring a regional coordinator to handle membership needs.
- ▶ The Chamber can do more to encourage district initiatives, to publicize their success stories and present awards at the planning conference to the districts which implement the best projects and do the most for business or for social development.
- ▶ District issues and problems could be raised during the goals conference and included on the BCCI annual agenda. BCCI's strategies and workplans for achieving their annual goals should consider input and contributions to be made at the district level. A perfect example is the BCCI success story of convincing government to lower tariffs on golf carts so that they would be more accessible for use in San Pedro and elsewhere. There is no question about the benefits of this action, especially for the tourists who can enjoy this mode of transportation. Other policy reform is clearly needed to serve environmental needs in San Pedro and, no doubt, each region has individual needs and priorities. Districts can take the leadership to identify these problems/concerns and then involve BCCI core staff in a consulting role to assist in finding solutions.

SECTION 6: COMMUNICATION AND CHAMBER PROMOTION

The issue of communication emerged as one of the most important to the planning committee. It was acknowledged that the Chamber has a good reputation and does a quality job on its newsletter and in its interactions with the government. The group expressed the need for more public promotion of Chamber successes and more communication with members.

Recent difficulties with the Churches of Belize with regard to the lottery, also opened the door for discussion of the

lottery's affect on the Chamber's image. It was agreed that a communication strategy to establish a more positive climate for the lottery and a better image for the Chamber was desirable.

A. Image Enhancement

- ▶ BCCI needs to expend more effort to tell its "story" and share its successes through press releases and public announcements.
- ▶ All print materials need to be done with a more consistent approach to quality, clarity and professional design.
- ▶ Slogans and themes can be utilized to convey BCCI's mission to the general public in a concise, crisp phrase.
- ▶ Despite renovations, efforts should be made to unclutter the BCCI offices (public areas and individual offices), giving them a more professional and organized appearance.

B. Membership Communications

A variety of recommendations have already been made to enhance communication with members through the surveys, the goals conference, the sector committees, the orientation session, the handbook and other print materials on BCCI and its services, creation of an intake and needs assessment office in BEIPU, and staff expansion in membership relations and communications. All of these measures, when combined with the current strategies.

As the Chamber increases its public exposure, this will also increase communication with members. Members will learn more through the media about the Chamber's activities and successes.

C. Managing Marketing of the Lottery and Other Income-Generating Activity

Management of the lottery is a two-sided coin for BCCI. On the one hand, it brings in the revenue necessary for the Chamber to continue its important development work on behalf of Belize. On the other hand, the lottery is controversial, raising a variety of questions about the morality of the Chamber's involvement and, as the money begins to be generated, questions about the Chamber's ability to handle the funds and channel them appropriately. It is extremely important that the Chamber take the initiative by developing a strong communications plan around the lottery, not only to market it effectively to the general public, but also to manage the Chamber and lottery image and to

continually clarify how the Chamber is managing and using the funds.

Funds to promote the lottery (3 percent of the gross) are to be managed by the Chamber and present the means to develop and implement effective marketing and communication strategies. External assistance will be needed initially; however, the Chamber may want to consider hiring a marketing and advertising person to work internally on the project. This person could also assist the Product Marketing Division in the development of marketing strategies for handicrafts and other sectors; assist the communications officer in the marketing and promotion of the Chamber, and work with the Diversified Business Division on the marketing of Western Union, the consultancies and the proposed financial services package.

D. Development of A Broad-Based Communication Strategy for BCCI

Towards the end of the conference, discussion focused on the need for BCCI to develop and implement a communication strategy with the following components:

1. An articulated image of the Chamber that can then be projected in the messages and visuals.
2. A plan for marketing the Chamber's services more effectively to the potential users.
3. A plan to capitalize on the lottery promotion while presenting the lottery as a part of the effort to build Belize's economy.
4. A plan to get more free press coverage of BCCI's leadership in policy advocacy and country development and to make the public more aware of BCCI's success stories throughout all the districts of Belize.
5. Guidelines for brochures and publications that give them a more consistent quality level.

Objectives for the communication strategy were suggested as follows:

1. To create a public image of BCCI consistent with its growth and transformation.
2. To support and facilitate BCCI's country-wide membership recruitment campaign.

3. To increase member's understanding of and participation in the organization with special out reach efforts to those in districts outside Belize City.
4. To increase members' use of services.
5. To open and maintain relationships with other international donors.
6. To manage effective advertising and communication regarding the lottery and other income-generating activities.

In order to achieve these objectives, BCCI will need to target their messages to a wide range of audiences including:

- ▶ The general public of Belize
- ▶ Current members
- ▶ Potential Members, including other Associations
- ▶ International donors
- ▶ The Government of Belize

Funds should be earmarked for the design and implementation of the communication strategy. Assessments should be made of the current staff's need for additional support in order to more pro-actively promote the Chamber. A local advertising firm (that is a member) may need to be contracted to work with the staff in the implementation of the strategy.

One suggestion which warrants consideration is the development of a lottery advertising program that focuses attention on the good things being accomplished with the precedes. This would need to include the government's projects as well as the Chamber's. The theme might be "Everybody's A Winner." If the ad was a poster, the shot might be of a young student getting a Junior Achievement Award. He has a big smile on his face. Both the trophy and his T-shirt have Junior Achievement written on them and the Chamber logo. The head line is the slogan. In smaller print it says "Your lottery dollars made Santiago Perez a winner." There are numerous variations on this theme and it can be translated to video, still ads, posters and radio ads. All work done by the Chamber to help a farmer or a small business person, to improve the environment, to promote Belize's cultural heritage would be fair game since lottery dollars support Chamber operations across the board. Ads can also be district-specific, meaning that they can highlight projects and benefits indigenous to the specific region. The Chamber logo should appear on materials and at the end of radio and TV ads,

the announcer can say a consistent tag line such as "Projects sponsored by the Belize Chamber of Commerce and Industry . . . for a Better Belize."

Whatever strategy is adopted, it should take the "high road" on lottery promotion, emphasizing the benefits of the funds and not just pushing Belizeans to spend more money and buy more tickets.

II. IMPLEMENTING THE LONG RANGE STRATEGIC PLAN

Indications are that the Chamber has already begun to implement some of the recommendations presented at the May workshop. A first draft of the membership survey has been completed and discussions are underway regarding the proposed re-organization. It will seem almost anticlimactic to spend time putting the plan on paper; however, it will be important to have the five year plan written up along with the financial projections and annual work plan. Once completed, the five year plan can easily be altered or refined over the course of its implementation. Pieces of it will be very important when opening dialogue with new donors and when hiring new personnel. It is strongly recommended that the plan be written within the next month.

The following outlines many of the key steps to be taken to implement the decisions made during the workshop and lays out a general timeline for the next four quarters.

ACTIVITY	JULY- SEPT.	OCT.- DEC.	JAN.- MAR.	APRIL -JUNE
COMPLETE LONG-RANGE PLAN				
• Complete decisions on key issues	x x			
• Do financial projections based on decisions	x x			
• Write plan				
• Disseminate plan & meet with full staff to review changes and their rationale				

ACTIVITY

ACTIVITY	JULY- SEPT.	OCT.- DEC.	JAN.- MAR.	APRIL -JUNE
<p>MEMBER RELATIONS</p> <ul style="list-style-type: none"> • Implement membership survey • Identify & train membership relations officer • Develop sector committees • Begin prep for goals conference • Prepare guidelines for staff on committee management • Develop membership handbook 	<p>x x x x</p>	<p> x</p>	<p></p>	<p></p>
<p>MEMBER RECRUITMENT</p> <ul style="list-style-type: none"> • Development recruitment goals • Develop recruitment brochure, incentives to join • Monitor results & adjust targets to meet goals • Implement induction & orientation 	<p>x x x</p>	<p> x</p>	<p> x</p>	<p> x</p>
<p>SERVICE MENU</p> <ul style="list-style-type: none"> • Confirm plans for new services after membership survey • Design Enterprise Development program • Develop intake & diagnostic office • Review pricing structure • Re-train Investment personnel & other relevant staff • Expand information service • Re-do service brochure • Implement communication strategy to market new service packages 	<p>x x x x x</p>	<p> x</p>	<p></p>	<p></p>

ACTIVITY	JULY- SEPT.	OCT.- DEC.	JAN.- MAR.	APRIL -JUNE
RE-ORGANIZATION & STAFF DEVELOPMENT <ul style="list-style-type: none"> • Confirm re-organization plans • Review financial impact of changes & include in financial projections • Review impact on offices & personnel • Prepare new job descriptions & begin hiring new personnel • Develop staff training plans based on new positions and job descriptions • Design plan for financial services package • Communicate changes to membership • Incorporate changes in print materials 	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p>	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p>		
COMMUNICATIONS <ul style="list-style-type: none"> • Develop broad-based communication strategy • Determine resource needs & include increased expenses in new budget projections • Review personnel, determine training & expansion needs • Implement new approach to lottery promotion and to report periodically on benefits derived from lottery funds • Redesign materials for chamber promotion • Identify strategies to improve interaction with districts • Initiate relations with other international donors 	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p>	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p>	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p>	

ACTIVITY	JULY- SEPT.	OCT.- DEC.	JAN.- MAR.	APRIL -JUNE
FINANCIAL MANAGEMENT <ul style="list-style-type: none"> • Hire new financial manager • Develop new projections & cash flows based on revised plan • Improve billing and collection systems • Improve tracking of costs and income from individual services • Incorporate improved reporting to management and board • Develop specific growth plan for the endowment & design fund raising plan 	<p style="text-align: center;">x x</p> <p style="text-align: center;">x</p>	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p>	<p style="text-align: center;">x</p>	

APPENDIX A
ORGANIZATIONAL AND FINANCIAL ASSESSMENTS

APPENDIX A
1. Organizational Assessment

INSTITUTIONAL ANALYSIS AND FINANCIAL SELF-SUFFICIENCY RECOMMENDATIONS FOR THE BELIZE CHAMBER OF COMMERCE AND INDUSTRY

Presented to BCCI by the PROEXAG II Institutional Strengthening
Team
April 1, 1993

I. BACKGROUND

A. The Context

The Belize Chamber of Commerce and Industry (BCCI), founded in 1920, began to take on a stronger leadership role in the development of the country's economic base in 1986 when USAID entered a cooperative agreement with BCCI to improve the capability of the private sector to promote exports and tourism. In 1989, the Belize Export and Investment Promotion Unit (BEIPU), which had been established by USAID to implement the cooperative agreement with BCCI, was integrated into BCCI as a division of the Chamber. USAID funding for the effort was extended to 1993.

USAID funding to BCCI ends on July 31, 1993 with the expectation that BCCI will sustain economic development efforts on its own, a daunting challenge that faces many USAID-funded implementing organizations throughout the LAC region. Much to the credit of BCCI's staff and board, the organization has pulled together an entrepreneurial approach to financial self-sufficiency -- management of the Belize national lottery coupled with a joint venture with Western Union to operate money transfer offices throughout Belize. The Western Union project is already in operation in the Chamber office and installation in other locations is underway. The lottery will begin generating cash flow in April with the introduction of the instant lotto scratch-off games. The full lottery program is scheduled to commence on September 1, 1993.

While these measures resolve the immediate financial dilemma which might have restricted BCCI's future capabilities, several challenges remain which need to be resolved as part of BCCI's revised long-range business plan.

1. How should the activities related to the lottery and Western Union be folded into the organizational structure and operations so that the real (and very important) mission, objectives and image of BCCI are not compromised?
2. How can cost recovery be increased throughout the various divisions of BCCI? While the lottery provides an important financial base for the organization, it

does not supplant the need for efficiency and cost recovery within all four divisions.

3. How can BCCI increase its membership and membership involvement -- two elements important to its mission regardless of its financial status?
4. How can BCCI capitalize on the stability offered through its entrepreneurial activity to enhance its leadership role in the economic development of Belize?
5. How can BCCI manage its finances over the next five years in order to establish financial security independent from the lottery income?

It was to examine these basic issues that the PROEXAG institutional strengthening team was invited to provide input to BCCI on the development of a long-term financial self-sufficiency plan.

B. PROEXAG II Objectives

The PROEXAG II project, funded by the USAID ROCAP Mission, is designed to develop and provide a set of services to support non-traditional agribusiness throughout Central America. During November 1992, the PROEXAG institutional strengthening team made a reconnaissance visit to BCCI and BEIPU as part of a regional effort to strengthen those associations identified by the project as vital to the provision of project-related services to their members. It was during this visit that BCCI became interested in the teams' expertise in financial self-sufficiency and a request was made for limited assistance to BCCI.

The process designed to provide the desired assistance included:

1. A one-week visit to BCCI to gather information which would serve as the basis for the development of an institutional analysis and subsequent recommendations. March 8 - 12
2. A report (this document) to be written after the site visit which drafts initial recommendations and lays the groundwork for the workshop. First draft to be submitted by April 2.
3. A two-day workshop with the leadership of BCCI to review key recommendations and generate decisions needed in order to complete BCCI's revised long-range business plan. May 29 -30.

4. A final report to be submitted by the PROEXAG team following the workshop which summarizes the discussion and decisions made during the workshop and lays out key considerations for the long-range business plan. First draft to be submitted June 11.

C. Overview of This Report

This report follows a week of interviews and financial data analysis conducted on site by Bill Barbee and Kandell Bentley-Baker during the week of March 8 - 12. The contents are intended to provide initial identification of key organizational and financial issues and an analysis of these issues leading to the development of a preliminary set of recommendations. Essentially, it is a white paper on BCCI's current and future status for consideration by the BCCI leadership as they begin to shape their collective vision of the organization's future and design a strategy to achieve their goals.

Section II describes the "vision" of BCCI's future as it is currently articulated by the General Manager and members of the management team. It is this vision which will give shape to the goals and objectives of BCCI's new long-range business plan and to the recommendations contained in this report. Section III, Institutional Analysis, takes each of the major organizational components (mission, image, structure, membership, services, etc.) and provides 1) a brief description of their current state, 2) lists challenges and opportunities in each component and 3) concludes with a brief analysis and recommendations relating to each component.

Section IV focuses on the issues and concerns relative to financial self-sufficiency -- namely cost containment, cost recovery and expansion of the income base on a division-by-division basis. Five year financial projections are included based on preliminary assumptions about membership expansion, divisional service fees and rate of use, increases in expenses, and income generated by the lottery and Western Union. These assumptions comprise one scenario for BCCI. Many different paths are open to the Chamber, hence this preliminary scenario is designed on Lotus software to be easily adapted as a result of decisions made by the leadership over the next several months prior to completion of the five-year business plan.

II. THE FUTURE OF BCCI

Five years from the now, BCCI is expected to be a much larger and even more influential organization than it is today. The lottery is expected to cover the operating expenses of the organization in much the same way as USAID funds did over the

last seven years. Membership is expected to triple over the five years, most of which is expected to come from small and micro enterprises. Growth will be characterized by major expansion of the Chapters throughout Belize, most of which will have offices with a small staff and the capability to focus on local issues.

The Chamber will continue to be recognized as the principal leader of private sector enterprise in Belize but its efforts in economic development within all sectors will be more prominent. Through the Chamber's efforts to solidify linkages with both the Caribbean Basin and Central America, Belize will find economic advantage in having a "foot in both worlds." The Chamber's work in policy reform will improve the general climate for enterprise development and, through services in business development and export promotion, more businesses will be ready to engage in the global market. Through the Chamber's leadership, bridges of collaboration will be strengthened between government agencies and the private sector. Public and private efforts in tourism promotion and environmental protection will be joined by industry, agroindustry and small/micro businesses to build a strong market identity for Belize.

Current renovations on the Chamber-owned building will support program operations for the near future, but a new building is envisioned on what is now the parking lot, retaining the advantageous location while enabling expansion and modernization of the facility.

An expansion of the organizational structure is planned with the addition of two new divisions, one for the lottery and another called Financial Services which will provide a package of services for off-shore businesses and would also serve as an intermediary for stock transactions until such time as Belize has a fully functioning stock market, a role currently being played by the Central Bank of Belize.

Proceeds from the various entrepreneurial activities over the next five years will be used to build up three internal funds for the purpose of supporting Chamber projects and development activities:

1. Endowment Fund: As a result of the PROEXAG self-sufficiency conference in late January of this year, a Bz \$100,000 endowment was established for BCCI by USAID and GOB using funds earmarked for private sector support under the ESF Currency Programme of USAID. The corpus of the fund would build over the years with only the annual earnings being used to support Chamber programs.
2. The Business Development Revolving Fund (BDRF): It is hoped that money from the GOB Enterprise Development

Fund will be coupled with funds from the lotto scratch-off game to provide on-going seed money for new businesses emerging from the Junior Achievement Program, a program in the high schools sponsored by BCCI. The Chamber's goal is to expand the number of Junior Achievement Programs and, through BDRF, provide support for a graduate's next step -- opening a new business.

3. The Reserve: Just as the name implies, the reserve will provide a margin of financial security for the Chamber, much like a savings account, while also being available to use for special one-time expenditures or short-term projects.

III. INSTITUTIONAL ANALYSIS

A. Mission and Institutional Image

Current Status: The current mission of the Chamber is two-fold:

1. To foster the economic growth and social well being of the nation through the free enterprise system at all levels by promoting and protecting, both nationally and internationally, commerce, all sectors of industry which includes agribusiness, tourism and manufacturing, the professions and the trades.
2. To continually strive to enhance the Chamber's ability to better serve its members whilst operating as a self-sustaining, non-profit, non-political organization.

The image of the Chamber has undergone a transition over the last two-to-three years from being viewed as an elitist association focusing primarily on the interests of big business to an association representing the full breadth of the private sector.

Testimony from staff indicates that while the Chamber is viewed as a strong "hands-on" advocate for the private sector, members do not view it as an organization which compels them to get involved in the process. There was no indication that a constituency survey has been done to determine how the Chamber is viewed by members or non-members. Likewise there is nothing in the Chamber materials which makes an explicit effort to project any specific image through verbal or non-verbal means.

The Challenge/Opportunity: Both mission and image are going to require careful consideration by the Chamber leadership

over the next six months due to the demanding and highly visible nature of the lottery, lotto, Western Union, and the projected Financial Services program.

BCCI's mission is focused on Belize's economic development and service to members; it is not about making money, although that activity is what makes it possible, at least in part, to achieve the mission. The dilemma facing BCCI is the proverbial problem of the tale wagging the dog, the fund-raising activity rather than the mission dominating the attention of management and staff.

Image will be equally important. In order to generate anticipated income, the lottery and other financial projects must be promoted. This expanded visibility is an opportunity for the Chamber, but it will need to be carefully crafted to send out the right messages. The general image of the lottery in most parts of the world is not particularly compatible with a desirable image for the Chamber. However, since the Chamber is in control of the annual three percent of lottery income allocated to its promotion, it is also in control of how the lottery and the Chamber's role is projected.

Recommendations: There are several "themes" cropping up in this section that will be repeated throughout the report because they have an impact on many aspects of BCCI.

1. Consider development of a collaborative vision of BCCI's future through a more broad-based planning process. A strong case can be made that BCCI is at a crossroads, at the beginning of an important transition. This provides an excellent opportunity to encourage more membership involvement and ownership. An "informal" vision has already been articulated, but to what extent is this understood or embraced by members? The concept of a membership-driven planning process will be more fully described under the governance and membership relations sections.
2. A survey of both members and non-members is needed in order to look at a variety of issues, including mission, image, expectations, service needs and level of satisfaction with current services and activities. The two-way communication process involved in conducting a survey also enables the Chamber to convey key messages and recruit new members while simultaneously gleaning important feedback. Asking members what they think delivers a powerful message -- "what you think is important. We're here to serve your needs."

3. Input from a more member-driven planning process and from the survey may lead to a refinement in the BCCI's mission statement. Even if the fundamental concepts do not change dramatically, a review of the mission statement can result in healthy dialogue and can reconfirm commitment to BCCI's role in Belize.
4. Wording of the mission statement should be reviewed and revised for style, even if substance remains the same. The first item is cumbersome and can be much more crisply stated to communicate its message. The second begins as follows: "To continuously strive to enhance the Chamber's ability...." This is worded from the perspective of a staff member and is not worded as something the Chamber does. The more the Chamber engages in trying to describe itself to prospective members and to project a sharp professional image, the more important wording of key messages, such as the mission, becomes.
5. The desired image of the Chamber needs to be articulated and sharpened so that appropriate verbal and visual messages can be developed in all up-coming promotions. If the Chamber is to begin to exercise greater control over how it is viewed, this will be an essential first step. Once the desired image is clarified, the leadership can then assess the various ways their image is projected, from the logo to print materials and videos to the office environment where clients are served. Disparities between desired and projected image can then be addressed. Likewise, the Chamber can become more proactive in communicating its image and mission through a well-crafted communication strategy encompassing promotion of the lottery and other income-generating projects as well as promotion of more developmental mission-related projects.

B. Organizational Governance and Structure

Current Status: BCCI is governed by an Executive Council comprised of five elected officers and nine Councilors, five from Belize City and one from each of the other districts, selected through formally constituted District Chapters.

The President of the Executive Council appoints membership to standing committees which are comprised of members of the Executive Council, individuals selected from the general membership and members of the Chambers executive staff. The committees include

Nominating
Membership Development and Services

Business Development
Export/Import
Public Affairs/Government Relations
Finance
Community Services

In addition, there are Advisory Boards for BEIPU, the Diversified Business Consultancy Division (DBCD) and the National Handicraft Development Board (the Product Marketing Division). Chairpersons of these advisory boards have ex-officio status on the Executive Council and serve as private sector guidance to the Chamber's divisions.

BCCI is lead by a General Manager and is comprised of four basic divisions:

1. Membership and Institutional Development

The core division which handles administrative, personnel and financial issues for BCCI as well as membership recruitment and relations, communications, Chamber promotion, public affairs and government relations.

2. Belize Export and Investment Promotion Unit (BEIPU)

The economic development arm of the Chamber, initiated by USAID funds, which offers information, training and technical assistance for businesses seeking to export as well as services to encourage local and foreign investment.

3. Diversified Business Consultancy Division (DBCD)

Charged with the mission of raising funds to support the Chamber's mission and operations, DBCD offers consulting services to businesses for a fee. However, most of the staff's energy has been focused on securing the lottery and Western Union deals, both within the parameters of the division's entrepreneurial function.

4. The Product Marketing Division (PMD)

While the name implies a rather broad-based marketing function, the focus has been on Belize art and handicrafts. PMD operates the National Handicraft Sales Center in Belize City and San Pedro and is planning to open similar centers in the other major regions of the country.

There are approximately 28 staff positions in the organization, not all of which are filled due to normal staff turnover. The organizational chart on the following page provides a full illustration.

The management team for BCCI is comprised of the general manager and the directors of the four divisions. They meet every Monday for extended periods and it is here that most of the immediate and long-term decisions are discussed and made. Full staff meetings take place once a month and are primarily informational in nature. Internal communication relies primarily on the filtering of data and decisions down from the management team meetings to the staff through their respective division directors. Divisional planning documents (goals and workplans) are initiated by the division directors, approved by the General Manager and then approved by their respective advisory boards. Integration of divisional workplans does not appear to be a priority.

The Challenge/Opportunity: Based on an 18 month cash flow projection provided for BCCI by Bill Barbee during the site visit, it would appear that BCCI will be able to continue its present level of member services and development activities with the remaining USAID funds combined with the limited Chamber-generated funds until the lottery begins to produce revenue. The transition period from AID funds to lottery funds will be very short and will not be disruptive, assuming that lottery start-up meets expectations. This information indicates that organizational downsizing will not be required to achieve financial sustainability. It also demonstrates that the cost of additional personnel to manage and operate the lottery and Western Union can be covered during the transition and throughout the life of the activities, assuming that each business venture achieves the rather conservative level of income projected in the cash flow charts. Therefore financial considerations do not need to drive decision making relative to the organizational structure.

As mentioned earlier, a major challenge facing the Chamber is going to be the maintenance of staff and management attention on those Chamber activities that constitute the BCCI mission and serve member needs as opposed to those activities revolving around income generation -- the lottery, Western Union, the DBCD and the projected Financial Services program. Current thinking about structure includes expansion of the number of divisions from four to six with the inclusion of a division for the lottery and a division for financial services which will also include Western Union. The DBCD, which has and continues to develop all of these income generating activities, is expected to spin them off and then continue as a division offering consulting

services for a fee. Several issues for consideration arise from this re-structuring option:

1. BCCI currently has four divisions, three focused on the mission/member-related agenda (Institutional Development, PMD and BEIPU) and one which is strictly designed to generate income (DBCD). Adding two more divisions with a non-mission/member focus means that half of divisions, positions, space and activity will have no connection to the Chamber's mission.
2. This configuration will result in management team meetings where half of those attending will have job descriptions unrelated to the Chamber's mission. More than 50 percent of the management's attention will, by virtue of the structure, be devoted to the business of making money.
3. An analysis in section V of this report will present reasons why DBCD may not be able to sustain itself, not to mention make a significant profit, as a stand alone activity.

For these reasons, alternative structures such as the one described under Recommendations below may be worth considering.

The decision-making process in BCCI emanates from the staff management team. The Executive Council approves projects and activities and responds to requests from members, but there are indications that BCCI is more staff driven than membership driven. While this is not unusual for similar organizations, it is a major contributor to the lack of membership involvement. The issue begs the question: Is membership apathy the reason it is staff driven or does the decision-making process create the apathy? Regardless of the answer, the cycle needs to be broken if members are to begin to take ownership.

Recommendations:

1. Within the current structure, there needs to be greater clarity about the charge and distinctive characteristics of each division. For example, the brochures for both the DBCD and BEIPU describe services available to local businesses in the areas of export and investment development. A pricing list for BEIPU includes feasibility studies, preparation of business plans and other services also offered through DBCD for a fee. Staff members taking in-coming calls about

services indicated that they are sometimes confused about where to direct inquiries. Conversations with staff within each of the two divisions confirm their desire to have greater clarity about each division's particular niche within BCCI.

2. An analysis is needed of the various mechanisms available to involve more of the membership in the planning process. The planning process is a logical place for membership input. It is done annually and is intended to drive the workplan, the budget and the daily decision-making of the staff. Consequently, if membership is driving the annual planning process they are setting the priorities for the organization that in turn drive the budget allocations -- and there is where some of the motivation is drawn for participation.

Many similar organizations begin drawing member input through sector and sub-sector committees, where members with common problems convene to seek solutions. Out of the committees come requests for staff support and funding for activities, projects and initiatives which are then considered by the planning team and moved up to the board and on to the general membership for approval. The planning team is often an expanded group (beyond the board and managers) to include chairs of the various sub-sector committees.

The committee structure currently in place at BCCI is cited by staff as inconsistent. A few committees are functioning but most of them are not attracting sufficient participation from the membership. This is not surprising since the committees outlined in the by-laws are designed to serve the needs of running the organization rather than serving the needs of membership. These standing committees are important to operations and must be maintained, but they will not generate the desired participation with the possible exception of the public affairs/government relations committee (this activity/service will be discussed in greater depth in the services section).

Greater focus may be needed on the development and nurturing of sub-sector groups where members share common problems and interests. Recent efforts in BEIPU to bring exporters together in an assembly is a very good first step. BEIPU also brings crop-specific groups together on an ad hoc basis as projects are underway. This is not quite the same thing as groups which come together regularly, developing their own agenda of issues which in turn affects the division's agenda.

3. BCCI leadership should consider various organizational options and their impact on the mission as well as daily operations, before selecting a new staff structure. Another option would involve expansion of the division now called DBCD to include all of the non-mission related income-generating activity. Managers of the lottery and the proposed financial services package report to the division director who would, in turn, represent their concerns on the management team. This structure has the advantages of a) maintaining the current balance on the management team; b) retaining the bulk of management's attention on the central issues of economic development and member needs; and c) providing significant substance to the DBCD division so that consultancy services alone do not have to justify the existence of an entire division. A spin-off of this option would involve creation of only one new division for the lottery and combining financial services and DBCD.

C. Membership Development/Recruitment

Current Status: Membership development/recruitment is handled by the Membership and Institutional Development Division and is given considerable attention by the division director as well as a staff member specifically designated to recruit new members. A computer tracking system is in place which effectively tracks membership activity. Unlike many comparable organizations, BCCI is able to generate immediate data on the number of members and how many have paid, separated both by region and by dues category. The most recent statistics show that BCCI has 335 paid members and an additional 189 who are delinquent in paying dues, for a total of 524 on the membership roles.

The table below illustrates how the membership is distributed through the various dues categories.

DUES CATEGORY	NUMBER
Bz\$2,000	14
\$1,000 - \$1,999	26
\$500 - \$999	14
\$250 - \$499	47
\$125 - \$249	378
BELOW \$124	45
TOTAL	524

The categories are based on the size of the business which is determined by the number of employees. This breakdown of members provides a very good profile of the membership and reinforces the notion that BCCI is no longer an organization solely serving the large and powerful business interests.

BCCI has determined that increasing membership is a major goal. A consultant's report done in 1988 estimates the potential constituency for BCCI to be around 1,800, a figure which management has updated to 2,000 due to business growth over the intervening years. Based on this number, BCCI has selected a target of 1,500 members over the next several years of concentrated recruitment. It appears to be a shared opinion that the vast majority of the new members will fall in the \$500 and below categories, further changing the make-up and, consequently, the focus of the Chamber to one assisting primarily small business enterprise.

The new recruitment strategy selected by BCCI is the agent system, which involves the hiring and training of agents who go out and recruit for the Chamber for a 25 percent commission. Applications are already being considered and training is envisioned to commence within the month.

Since recruitment will be done through this system, the managers have determined that they will change the membership staff position from a recruitment function to one which focuses on retention through improved membership relations and communications. This staff adjustment addresses concerns that the agent system will not effectively bridge the gap between member recruitment and member involvement. A more systematic intake process can be developed and managed by the new staff person.

Management is also committed to improving collections as an important component in their self-sufficiency plan. With a viable tracking system in place, this will be primarily a matter of clearly assigning responsibility for follow-up.

The Challenge/Opportunity: Three major challenges arise out of the Chamber's strategy to build membership:

1. If successful, the number of new members coming in will continue to shift the Chamber's constituency toward a greater focus on medium, small and even micro enterprise. This shift should have an impact on the services and activities offered by the Chamber.
2. A great deal of attention will need to be paid to the induction and orientation of new members with a greater effort to communicate the services offered by the Chamber and how to access them. New members need to

become new service users, if the divisions are to increase cost recovery.

3. The agent system is sometimes viewed as a way to remove the burden of recruitment from the shoulders of staff that are too busy to give it sufficient attention. The danger in this is the perception that the agent system works on its own -- just turn it loose and see what happens. On the contrary, the process requires careful planning and continual management from a full-time staff member.

Recommendations:

1. Contacts made by the agents are important to the image development of the Chamber, hence the training process will require careful planning and execution. The agents will need a communication "tool" to guide their presentations and to leave behind with each contact as a reminder. During the site visit, a brochure for this purpose was discussed. Since activities are intended to commence immediately, this brochure will probably be the first opportunity for the Chamber to look at key messages and its projected image with a more critical eye.
2. Goal setting for this up-coming membership drive may need further scrutiny. There is considerable discrepancy between various projections for the project. For the sake of the cash flow charts completed during the site visit, very conservative estimates were used to calculate increases in membership as a result of the drive. However, to maximize control over the campaign, specific objectives should be developed by management, not only listing the total number of new members expected, but also breaking down the recruitment goals into various sub-categories. Targets should be identified by region, by dues category and perhaps even by sector of the business community. As a hypothetical example, if an analysis of current printouts reveals that membership from tourist-related businesses in San Pedro is lower than it should be, this group might become a specific target for expansion. On the contrary, if this group is well represented, the focus might shift to agricultural producers in a particular area. These break downs will assist the agents while also giving management greater control over the resulting membership mix of the Chamber. It will also be important to organize the agents work in such a way that they do not contact the same people repeatedly (or continue contacting those

who have signed on), making the Chamber an annoyance. This will probably only become a problem in Belize City due to the number of agents being employed there. The above suggestions grow out of the major problems which arise from the agent strategy: 1) they may not deliver the Chamber's message the way it needs to be delivered and 2) their efforts are difficult to coordinate and manage with results often unpredictable.

D. Membership Relations/Retention

Current Status: Just as it should be, the task of membership relations in BCCI is viewed as part of every staff member's job. The General Manager and division directors spend considerable time in one-to-one contact with the members and each has outlets in the business community which enhance their ability to network effectively. A majority of the interaction is funneled through the director of BCCI's core division, Membership and Institutional Development, This director also manages organizational administration and finance, government relations, publications and Chamber promotion.

Management has determined that member relations and retention are a high priority. Consequently, the recruitment position is being altered to focus on this issue.

The package given to new members includes several back issues of the newsletter, brochures on the divisions, a plastic calendar printed up by the Chamber and the Chamber pin. There did not appear to be any formal induction or orientation ceremony for new members. There is no video or handbook which provides full explanations to the members of the various activities, committees, divisions, or services available to them -- in other words, the Chamber is not demystified nor are members shown specifically how they might become involved.

The Challenge/Opportunity: Membership involvement and cost recovery are closely related issues. Organizations which fail to be relevant and useful to their membership lose their raison d'etre. They also lose their market. BCCI is in no danger of losing its current stature; however, it seeks to increase its leadership role, expand its membership and their level of involvement while at the same time charging higher fees for more of their services. This presents a difficult challenge to the management. How can BCCI engage its membership more actively, provide services which members need and are willing to pay for and also become a catalyst or vehicle for members to become community (and national) leaders -- all with a relatively small and overburdened staff?

member can be expelled for non-payment, but only after a two-thirds vote of the Executive Council. This requirement discourages any systematic procedure for dealing with delinquents and implies that different members may be handled in different ways, depending on the vote of the Council. This process should be reviewed.

6. As described earlier, membership involvement in the planning and agenda-setting process for the Chamber may need to be expanded as a strategy for increasing ownership and participation. Specific recommendations to achieve this have already been described. In the services section, further recommendations will be made relative to the development of the Chamber's annual policy reform agenda.

E. Services, Programs and Activities

Current Status: The following describes BCCI's activities and services as they are provided by each of the four divisions.

1. Membership and Institutional Development

This division includes core operations of the Chamber (administration, personnel and finance) as well as membership relations, communication, publications and government/public relations activities. It is the funnel through which most member inquiries and problems are managed.

Member services listed by this division include:

- Business contacts
- Business Promotion
- Pins, Cards and Plaques
- Public Affairs
- Newsletter
- Other Publications

None of these services carry fees since they are considered part of the benefit package for members. Therefore, cost recovery for this division is linked directly to the membership dues.

The two most externally prominent elements of this division are the newsletter and the government relations work done on members' behalf. The newsletter is exemplary, carrying in-depth articles on issues vital to the economic development of Belize. Far more than a "showcase" for Chamber events or a straight PR

piece, the newsletter is highly substantive and well written which makes a very positive contribution to the image of the Chamber. Government relations activities occur on both the macro level (policy analysis and reform advocacy) and on the micro level (mediating conflict between government agencies and members, cutting red tape and seeking regulatory reform). These activities on behalf of members are acknowledged by the staff as one of the primary incentives for membership.

The division director is also chairman of the Board of Directors for the Broadcasting Corporation of Belize which is a principal radio station in the region. His public affairs and communications officer is affiliated with one of the leading television stations in Belize City. Through these affiliations, BCCI issues are usually able to find their way to the general public. The Chamber sponsors an annual Journalism Awards Ceremony which acknowledges journalist who have made significant contributions to the country and to journalism.

Special events are also handled out of this division including public forums on national issues, networking luncheons for members, banquets for visiting dignitaries and the annual membership conference.

2. BEIPU

BEIPU has three departments which provide services to clients (members and non-members). They are Export Promotion, Investment Promotion, and Policy and Trade Analysis. The division director works directly with clients to determine their needs, manages the three departments and serves as the secretariat to the Strategy Council Committee, a joint GOB and private sector economic development group which includes four senior government ministers and leaders of the Belize private sector.

The Senior Export Promotion Officer interacts with current and potential exporters primarily in the agribusiness and furniture sectors. She gathers market information, visits regions to discuss new opportunities, presents Belize products in trade shows, seeks funds for training and technical assistance (primarily from USAID and the Caricom Export Development Project) and coordinates seminars and technical assistance activities. Her current projects are papaya, pineapple, mango, hot peppers, flowers, furniture, agro-processing and ginger. She works closely with the Buy Caribbean Project to promote trade

among the Caricom nations and is gaining inroads to Central America through her participation in Agritrade and upcoming FEDIPRECAP activities. She is also coordinating a Far East Sales Mission and is preparing for the Korean Exposition to be held in August.

Due to a vacancy in the investment promotion area until last month, the export officer has also taken major responsibility for the planning of BEIPU's First International Investment Conference scheduled for April 27 - 29.

Income for the export department is estimated to be only about Bz \$50-100 per month in service fees, coming primarily from charges for market information. However, additional income is achieved for BCCi when BEIPU staff recruit clients to become members. Also important to consider is the amount of money brought in from donors to offset costs of delivering services. This type of fund raising should be taken into account when looking at income generation. The information system being installed by PROEXAG may increase fee income potential.

The new Senior Investment Promotion Officer had only been on the job about two weeks at the time of the site visit. His assessment (and one that appears to be shared by the BEIPU director) is that the division has not had major successes outside the tourism industry for several reasons: 1) Very few foreign-owned manufacturing companies are in Belize, which gives them few examples to illustrate advantages. Nestle, the one major company, left six years ago. 2) Previous investment promotion efforts have needed a more focused strategy, one which targets more specific types of investment. 3) With the exception of the "Distinctive Edge" magazine, the rest of the investment package sent to potential investors needs a significant amount of work, both in content and presentation. 4) Greater collaboration and articulation is needed with the GOB Ministries.

A member service offered out of this department is the development of paper work to request "Concessions," which is a tax free period granted by the GOB to those expanding or starting a new business. There was no information available on recent income for this service.

The Trade and Policy Analysis department also houses the library and information services component of BEIPU. The department head spends the majority of his time preparing in-depth analyses of issues like the

impact of NAFTA on Belize's trade and the economic impact of Belize's recent integration into Central America's regional economic efforts. The studies are generally commissioned by members of the BCCI staff or Council and take between two-to-four weeks to complete. The Analyst does not envision the service being sold to many members; however, government agencies might benefit from the service.

Information services are available to members for a fee (U.S. \$25 for foreigners and Bz \$25 for locals). The department head estimates that approximately 10 - 15 sales have been made since January. Students, who are given free access, are the most frequent users. Through the BCCI newsletter, members are given details on the information available in the library and through the CARTIS (Caribbean Trade Information Center) data base. The department head described one scenario for expanding use (and profit) for his area by turning his office into a business information center providing access to a variety of data bases with search ability through information centers and reports out of FEDIPRECAP, CARICOM, the U.N., World Bank, IMF and others.

In addition to the BEIPU brochure, which lists information and technical assistance relatively consistent with the information provided by the three department heads, BEIPU also gives out a list of services and fees which offers services in company formation, feasibility studies, proposal review, negotiation with financial institutions, advertising placement services and preparation of business plans. It is not clear who in the division provides these services or how they differ from similar packages offered through DBCD. The list begins with a minimum engagement fee of Bz \$50, which may be only sporadically applied.

3. Diversified Business Consultancy Division

Initiated in 1990, the DBCD was originally designed to implement the CAPS follow-on program, which worked with entrepreneurs who had been trained in the U.S. through the USAID-funded CAPS program. CAPS rapidly dwindled and DBCD diversified to provide consultancy services to both local and foreign companies and organizations which were doing business in Belize. According to the director, the division's mission is entrepreneurial, charged with bringing income to the Chamber rather than being member-service oriented. Services offered for a fee to both members and non-members include:

Export and Investment Development
Market and Social Analysis Studies
Research Assistance
Data Collection and Surveys
Financial Management
Feasibility Studies
Accounting and Computerization
Management
Food Technology
Marketing
Labor Relations
Conference Planning and Management
Translating/Interpreting Services
Public Relations
Project Appraisals
Project Design, Writing and Implementation

The division has done several relatively large contracts. One was an evaluation of the USAID-funded Belize Enterprise for Sustained Technology (BEST) Project and the other was the Diagnostic Regional Forestry Project in Honduras funded by the World Conservation Union.

The division also started a "Working Partners" program which identifies consulting assignments for wives of foreign diplomats who are normally prohibited from working in the country. A data base of approximately 30 potential consultants has been developed. The Junior Achievement Program is also coordinated out of this division.

The director places current annual income of DBCD at around Bz\$20,000 (U.S. \$10,000) which covers only about 1/5 of the division's expenses. This is alarming given the mission of the division. However, it is important to note that this division took the leadership in developing the lottery and Western Union opportunities for BCCI and, in their success, has more than fulfilled their entrepreneurial objective. The General Manager's next task for the division will be the development and spin-off of the financial services package.

In hopes of marketing the consultancy services, the division director is working on several tracks. He is running ads in the Latin American and Caribbean Business Bulletin; applying to join the Caribbean Technical Consultancy Services; seeking inclusion in a consultancy publication planned by FEDIPRECAP; contacting the International Society of Meeting Planners and looking for ways to extend into the international arena. It is the director's concern that

the local market for DBCD's services is too limited and an international marketing effort will be required.

4. Product Marketing Division

The Product Marketing Division has elected to focus attention on local artisans and has made significant progress in providing visibility for Belizean art and handicrafts. The National Handicraft Center was initiated approximately a year ago with seed funds from USAID. A building located close to the major hotels in Belize City was leased to the Center by the GOB for \$1 a year which the Center has now transformed into an ideal location for tourists to find the full range of paintings, wood carvings, baskets, etc. Recent expansion to a shop in San Pedro is increasing sales to tourists and similar expansion is planned in other regions of Belize.

The division director, who has established excellent relationships with the artists and is very knowledgeable about their work, is planning renovations to the Center that will open up the large warehouse area to an "open market" concept where artists will display their work and demonstrate techniques. A festive environment will be created with music, dance and regional food -- all of which will turn the Center into a major tourist attraction and an important centerpiece in the preservation and promotion of Belizean culture. There is every reason to believe these efforts will succeed as long as sufficient funds are allocated to the marketing component of the Center, both for local sales to tourists and for export abroad.

The Challenge/Opportunity: Despite the financial support to be provided through the lottery, etc., the divisions have been charged with the task of increasing cost recovery and expanding their income base, primarily through fees for services rendered. The challenge this presents is characterized by three factors:

1. Fees have not been charged consistently in the past because USAID support diminished the need for cost recovery from beneficiaries. Members have grown accustomed to free services -- a condition which may not change significantly due to the perception that the lottery is a "cash cow" which, like AID funds, will cover costs.
2. Services offered by the divisions may not be those needed by the members in their current stage of

business development, especially now that the membership profile is shifting towards more small and micro businesses. For example, most of the export promotion services offered through BEIPU are for businesses moving toward export capability and are not relevant to most of the members, though they are important to Belize's economic development and should certainly be continued.

3. Many members are not in a position to pay the fees set for business development services offered by both BEIPU and DBCD.

Recommendations:

1. Services offered by one division need to be clearly distinguished from those offered by the other divisions. Both clients and staff need to be able to understand the service menu: what's offered, how to access it and how much it costs. Also, pricing should be coordinated between divisions so that a common rationale for setting fees runs consistently through BCCI.
2. New services may need to be added to address the needs of BCCI's evolving constituency. The membership survey recommended earlier would assist in identifying those needs. Sector and sub-sector committees can also provide input into service needs. More basic business development services may be needed, not as a money-making venture through DBCD, but as a partially subsidized membership service similar to the development services provided by BEIPU.
3. Service (and general Chamber) marketing needs to become a greater priority. More dollars need to be allocated to service promotion if sales/usage are to increase as projected.
4. The service area called Public Affairs or government relations can become an even stronger component of BCCI's leadership role in Belize while also contributing to an increase in membership involvement. Work with similar membership-based organizations in the region has demonstrated that policy reform is viewed by members as the most important contribution of the association and is the most cited reason for joining. The larger businesses, which do not generally need the other services, are particularly interested in the policy advocacy role of the organization. However, they also want to participate directly in setting the policy agenda.

The Chamber already plays a "hands-on" role in representing private sector policy needs -- both in analysis and advocacy of major policy issues and in day-to-day mediation of members' conflicts with government agencies and regulations. While major change may not be needed in how the staff implements advocacy activities, it might be helpful to introduce a new, more consensus-based process for developing the Chamber's annual policy priorities.

The Greater Miami Chamber of Commerce provides an excellent example. Each year, the Chamber holds an Agenda-setting Conference for two days at a resort about 60 miles away. The conference identifies community development issues of all kinds to work on through the year via committees, but the major thrust is to identify the political agenda. Hundreds of business and community leaders attend, in part because they want input into the agenda and in part because the conference has become the biggest and most high profile networking event of the year. The fee charged to attend covers all expenses and yields a small "war chest" for the year's advocacy activities. Non-members have to join in order to attend. The press always mobs the resort at the closing session, which includes a press conference, to get the story on the major issues to be addressed in the up-coming year. Those who advocated the various issues at the conference are invited to participate on follow-up committees which develop and implement the strategies.

F. Marketing and Communications

Current Status: Communications falls under the auspices of the Membership and Institutional Development division and is handled by the division director with the support of a communications officer. The newsletter, mentioned in the previous section, is the primary communication tool. Bulletins are sent out when warranted and mass mailings are sometimes done to alert members to major events or important meetings. Some paid advertising is done for seminars and events, but most media coverage is acquired for free as a public service. Two other quality publications are the Exporters and Manufacturers Directory, published annually, and The Distinctive Edge, a promotional magazine and video on the advantages of investing and doing business in Belize. A new version of the magazine is planned for the near future. Brochures for the divisions have also been printed.

The Challenge/Opportunity: Promotion of the Chamber and its services is a major priority given the new emphasis on recruiting members and increasing service income. The

promotional dollars for the lottery provide an excellent opportunity for the Chamber to present both the lottery and itself (which are going to be closely associated in people's minds) in a positive light. Both the style and substance of a marketing effort needs careful consideration over the next several months. Before staff is mobilized to develop ads and materials (both for the Chamber and its services as well as for the lottery and Western Union), it will be important that a cohesive and comprehensive communication strategy be developed based on the image the Chamber wishes to build for itself.

Recommendations: A communication strategy for the Chamber should take into account the following components:

1. An articulated image of the Chamber that can then be projected in the messages and visuals.
2. A plan for marketing the Chamber's services more effectively to the potential users.
3. A plan to capitalize on the lottery promotion while presenting the lottery as a part of the effort to build Belize's economy.
Note: The lottery consulting firm provided materials which recommended very basic advertising messages such as "Win Money" and "Play Now." A more sophisticated promotional campaign will be needed if the lottery is to attain a more positive image. Messages which link the lottery to economic development demonstrate that there is no real loser and that proceeds are being spent to help the country.
4. A plan to get more free press coverage of BCCI's leadership in policy advocacy and country development.
5. Guidelines for brochures and publications that give them a more consistent quality level (comparisons of the divisional brochures illustrate this need). There should also be common graphic elements that clearly identify print pieces as Chamber materials.

G. Financial Systems

1. Source and Use of Funds

A separate cash flow projection and analysis was prepared for BCCI management addressing the needs for short term funding to start up the Lottery program and to determine whether the Chamber faces any cash shortfalls through the end of 1994. The analysis shows that the BCCI will be able to maintain its present level of developmental activities and start up the Lottery program with only minor bank borrowings.

2. Financial Reporting Systems

The BCCI is very fortunate to have a good computer network operating with terminals throughout its offices. Although recent technical problems with hardware caused problems with the network, the network appears to meet internal needs. The accounting system is an off the shelf software program by the SBT corporation. It provides the flexible report generating capability which is so important for good management of financial resources. Costs are being kept by operating divisions. Further costs centers should be developed to keep track of expenditures by specific planned activities. At this times, this is not possible because annual budgets are not prepared. the accounting program has he capability to incorporate monthly and accumulative budgets for comparison to actual results. It also has the capability to do job or activity costing.

3. Financial Planning/Budgeting/Monitoring

In April 1991, the BCCI management prepared a five year financial projection of revenues and expenses. Although many changes have taken place since this document was prepared, it is still being used to guide the operations and expenditures of the Chamber. No yearly budget of revenue and expenses for 1993 has yet been prepared. Our recommendation is that a budget be prepared as soon as possible based on the workplans and activities planned by each division for this year. Although some divisions do not yet have a clear idea of their income generating activities for the year, conservative goals should be set to motivate staff.

Management needs to control expenses through a comparison to budgets. Each divisional manager needs to receive monthly liquidations and comparisons in order for him to control his own expenses and assure that his activities are meeting goals and expenditure levels.

The budget for 1993 should be ready for the work shop to be held the end of May. Part of the goal of the work shop will be to review income generating activities with the objective to set strategies which will maximize revenues given the realities of Belize.

4. Billing and Non-payment Policies

Delinquencies in membership dues tend to run at 10-15%. This points to several problems. On the one hand, one must question whether the membership feels they are receiving something worthwhile for their fees, otherwise they would more readily pay their fees. On the other hand, the collections system may not be organized in the most efficient manner. Collection of each members' fees are

being made all year round according to when the member first joined the Chamber. This should be changed so that all members are billed at the same time once a year and one major effort could be mounted to collect the money. To set up this collection system, fees already paid past the new collection date could be proportioned so that members receive credit for those amounts. At this time, management spends considerable time in chasing down delinquent collections.

IV. BCCI's LONG-RANGE SELF-SUFFICIENCY PLAN

A. Five-Year Financial Projections

The basic decisions confronting the BCCI in terms of its long term self-sufficiency is what it wants its role to be in the future development of Belize. On the one hand, it can return to a low level of support activities to its membership such as it had been doing since 1920 and until USAID provided grant funds to expand the Chamber's role. On the other, the BCCI can maintain a much more active role in the country's development and continue its activities and services at the present USAID funded level. This assumes that there will be a new source of funding available to replace the USAID funds which run out in July of 1993. The framework for the Self-Sufficiency plan is based on the desire of the Chamber to continue at present level of activities.

Table 1 shows a five year financial projection of revenues and expenses. Table 2 indicates the basic assumptions used in the projections. The assessment of the Chamber activities showed that there is not a clear strategy that can be quantified into income generation for the two primary income producing divisions: Diversified Business Consultancies (DBCD) and BEIPU. Over the last year the DBCD Division has been more concerned with developing a primary source of income for the Chamber to replace the waning USAID funds. The BEIPU Division has been carrying out a series of discreet activities and services to get to know the market place and needs of the country and to begin to create an environment for export development. The focus was not on maximizing cost recovery but rather on getting people to think about exporting and delivering ideas and opportunities to them. In any case, our conclusion is that given the small size of the country and the limited resources available, that BEIPU will never be able to recover more than maybe 30-50% of its expenses through charging for services. The very nature of its activities is development. Development activities by their definition are developmental or pioneering and are not commercial services to which you can charge full cost plus overheads and profit margin.

Membership development is another potential source of income. the membership is projected to expand from the present 507 of which about 450 are paid up on dues to a level of 1,200 paid up members by the end of 1994 and 1,500 by the end of 1995. However, the relatively small size of potential member companies for recruiting means total amount of fees will be small. Historically, members on the books have been running 10-15% higher than the paid in numbers. This group has continuously been in arrears. This delinquency factor must be discounted from financial figures.

The Product Marketing Division with its handicraft sales has the potential to become a source of net income for the Chamber but cannot be expected to replace USAID funding. When this division was set up, it was agreed that 25% of net profits will be returned to the craftsmen supplying products, 50% to the revolving funds to build the business and only 25% will be received by the BCCI.

Thus, the financial projections show that in 1994, income generated by the four divisions will amount to only 24% of total revenue and in 1997 is projected to amount to 32%. This revenue in 1994 will cover 63% of "direct" operating expenses of these divisions or 40% of these divisions expenses "plus" institutional administration and overhead expenses. In 1997 these same figures are 84% and 53% respectively. The obvious conclusion is that another source of income is needed to fund the difference.

The new source of income is to be the national lottery. The BCCI has successfully negotiated with the Belician government the management of the national lottery. The conditions are the following:

- The Chamber will have full responsibility to structure, organize, implement and manage the lottery.
- The Lottery will consist of two types of programs: an instant scratch which is projected to start up April 1, 1993 and the lotto which is expected to start up September 1, 1993.
- The BCCI has signed an agreement with the Canadian Bank Note company (CBN) Lottery Division to secure their technical assistance, equipment, and printed lottery materials.
- Investment in equipment necessary to conduct the Lotto is Bz \$500,000. CBN will receive a 12.5% fee for 5 years for complete support of lottery program and license for software.

- The BCCI will be responsible for arranging financing for the needed working capital and investment requirement to get programs started.
- For managing these two programs the BCCI will receive: On the Instant Scratch - a 5% administrative fee (of total sales), and 50% of the net profits expected to be 14.4% of sales. On the Lotto - a 5% administrative fee, 2.9% for direct operating costs, and an 8% agent's commission on 5% of Lotto sales projected to be sold directly by the BCCI. In 1994, Lottery income to the BCCI is projected at BZ \$1,650,000 and expenses are projected at BZ \$292,000.

Assumptions for BCCI 5-Year Financial Projections

Revenue

- USAID Grant: Actual funds received plus projected disbursements for 1993.
- DBCD: A minimal amount is included as a goal for 1993. However, this division, as a business generating division, should be able to generate revenues to cover at least 90% of its expenses beginning in 1994. Revenue was projected to grow 12% p.a.
- Handicraft Net Revenue: Early 1993 sales revenue from the main store indicate that with an upgraded merchandising effort monthly sales should reach Bz \$25,000 for most of the rest of the year with December sales reaching Bz \$40,000. In 1994, monthly sales are projected at Bz \$60,000 and each year thereafter grow at 10%.
- BEIPU: A goal of revenue generation for 1994 was set at 22% of total projected BEIPU expenses.
- Membership and Subscriptions: Table 2 shows the projected level of membership which is expected to level out at 1,500 in 1995. The average investment per member in 1994 is projected at Bz \$259. This is lower than prior average investment because most of the new members to be recruited will be in the small enterprise category which only pays Bz \$150 p.a. Average investment is expected to increase at 10% p.a.
- Western Union: This service is getting off to a good start. However, the commissions for the BCCI are very low, 2-3% of value of funds transferred. Starting in April 1993, transfers are projected at Bz \$50,000 per month and in 1994 at Bz \$100,000 per month and grow 10%

p.a. thereafter. The net income after taking direct expenses will make this only a marginal activity for the BCCI.

- Lotto: Annual Lotto sales are projected by CBN to be conservatively Bz \$14,000,000. This is based on their experience around the Caribbean region in countries of similar size. In addition, the actual market size could double considering that the Mexican and Guatemalan populations just across the border total as many people as in Belize. The BCCI is projected to sell 5% of the Lotto tickets out of their offices. The 8% agent's commission will accrue to the Chamber.
- Instant Scratch: Sales have been projected by CBN conservatively at Bz \$4,000,000 per annum.

Expenses

- Membership and Institutional Development, BEIPU, DBCD, PMD Divisions and Junior Achievement, and Administration/overhead are all based on the 1992 level of expenses and activities. For 1993, salaries were increased 5% across the board. Starting in 1994, all expenses were increased 5% p.a.
- Western Union: Expenses include only direct costs of a secretary to manage transfers and telephone charges related to transfers. Overall management of Western Union is projected to be under the responsibility of the manager of the Lottery program. Indirect expenses are not charged to Western Union as they are unknown at this time.
- Lotto: Start up costs are those related to management and other expenses incurred to get the Lotto started. See Table 3. The BCCI administrative costs are those incurred to run the Lotto and Instant Scratch programs and supervise the Western Union program.

It is apparent that the Lottery program has the potential to generate the funds necessary to allow the Chamber to continue its development activities and services. In fact, the Chamber could generate a surplus annually in excess of Bz \$500,000. The BCCI should consider placing at least half of the yearly surplus in an endowment fund which would be used to generate funds in the future to support Chamber activities.

Another important issue facing the BCCI in the future is how to manage the potentially very large surpluses projected. There is always a temptation to spend money on travel and

other activities which are not closely aligned to the institutional mission and objectives. Care will have to be taken by the Board and management to assure that a conservative approach is continued in deciding how to spend funds.

B. Recommended Divisional Strategies for Cost Containment, Cost Recovery and Expansion of the Income Base

1. Membership/Institutional Development:

The major means of income for this core division of the Chamber is through membership fees. Recommendations have already been offered regarding the proposed agent program soon to be implemented. In addition, a policy agenda conference was proposed that could eventually raise funds for a "war chest " for policy advocacy efforts.

One issue the leadership will need to determine is the wisdom of increasing membership fees over the next five years to compensate for inflation. Another method for increasing income through this division is fund-raising activity. It may be appropriate now that an endowment has been initiated, for the Chamber to consider an annual fund-raising event, perhaps a dinner honoring those who done the most for Belize and the private sector over the last year. More effort could also go into finding sponsors for Chamber events who in turn receive the benefit of promotion in ads, announcements, invitations, etc. Apparently some of this is already done, but it takes time to pull together and, unless expressly encouraged, it will probably not be increased to any significant extent.

3. Diversified Business Consultancy Division

At this juncture, it is important to realistically evaluate the profit potential of DBCD as it is currently defined. Since its mission is defined as entrepreneurial in nature (with the exception of the Junior Achievement Program) and unrelated to BCCI's mission, the ratio of effort and expense to profit is a significant one.

The director cited the international market as the next arena for marketing the consultancy services since local use and ability to pay did not appear promising. However, the international market is fiercely competitive. Consulting companies need a distinct package of services and a credible stable of

consultants with competitive resumes and international experience -- those are the products DBCD would be trying to market.

On the other hand, after establishing the DBCD as an income source, the leadership of BCCI came up with the lottery and Western Union, solutions which have been demonstrated to be effective revenue sources. For this reason, it may now be beneficial to reconsider the mission and focus of DBCD. Is there a role for DBCD that provides benefits to members, assists in Belize's economic development and provides some degree of cost recovery, though it may not be fully self-supporting?

Revisiting the roots of DBCD, one goes back to the follow-on program to CAPs, a strategy to assist those receiving training in the U.S. to apply their skills in the development of new businesses. Several other elements come together -- desired expansion of the Junior Achievement Program, plans to create the Business Development Revolving Fund, and the shift in membership to a sizeable majority from micro and small enterprise -- to indicate the potential for a set of developmental services which serve members needs to start, improve and expand their businesses. From this concept several recommendations emerge:

1. Rather than being viewed as strictly a revenue-generator, DBCD could be viewed as an outlet for assisting business and entrepreneurial development in Belize.
2. DBCD may not be a well positioned as a stand alone division, but rather could become part of BEIPU as the developmental arm of the Chamber, leaving the lottery, Western Union and the financial services activities in a single division with an entrepreneurial function. Since the current division director of DBCD developed Western Union and the Lottery deals and is soon to be charged with developing the financial services program, he is well positioned to continue in the entrepreneurial role while the diversified business development services function can be placed under the management of a staff member with a primary focus on its development, perhaps as a fourth department within BEIPU.
3. The name should be adapted accordingly to omit reference to Division. One option is

Diversified Business Development Services (DBDS).

4. Services for developing businesses already offered through BEIPU such as feasibility studies, business plans, etc. should be placed under the auspices of this program. Consideration should be given to the proposal made by the policy analyst with regard to adaptation of the library to include a Business Information Center.
 5. Fee schedules should be prepared which reflect a reasonable percentage of cost recovery, but are also affordable to prospective clients. Training programs and seminars would be a major income source. Some collaboration may be possible with BIM to avoid major conflicts; however, the need for cost recovery may impact how training programs are done, particularly if the Chamber tries to utilize its members to provide training for others -- a policy which would not work in every case, but could generate business for members and support the networking and mentorship functions of BCCI.
 6. The program would include management of the Revolving Business Development fund.
 7. Because the program would focus primarily on the development of small and micro enterprise, other international donors can be solicited for funding special projects. More on this element will be covered under BEIPU.
3. Belize Export and Investment Promotion Unit

The vast majority of services provided by BEIPU are developmental in nature and, as such, should not be expected to become self-supporting. However, they can be expected to generate some percentage of cost recovery from the beneficiary. Increasing cost recovery on current services can come about when

1. Confusion between BEIPU and DBCD services are clarified.
2. Much clearer information is printed up about the services - specifically what is offered, who or what type of business can benefit from the service, how can it be used to improve

- business income, how can it be accessed and how much does it cost.
3. Once printed, the information gets out to members more systematically. New members need to be turned into service users, not only through better orientation, but also through mechanisms like giving a few free services away as part of the new membership package. This might include two free information requests or a free seminar or business development service or a discount on development of a business plan. The objective is to get the client to experience service utilization and then become a regular user.
 4. New services are identified, such as the business development services described previously, so that BEIPU serves a broader range of the membership. Don't underestimate the value of a member survey to query members about their needs.

Funds from service fees coupled with subsidies from the endowment and the lottery will go along toward funding development efforts.

4. Product Marketing Division

If current plans are implemented to expand and more aggressively market the Handicraft Center, there is every reason to believe that PMD will go beyond cost recovery to income generation. The products are of very high quality, the facility to be renovated is in an excellent location and offers sufficient space (both inside and outside around the building) to turn it into the very active attraction envisioned by the director. The attention being paid to increasing in-country sales to hotels, businesses and tourists is well placed. The following are several recommendations, some already being considered by the director, to increase local sales:

1. In addition to sales to tourists, also market products to new Hotels and businesses when they are in pre-construction or pre-opening. This will provide an opportunity for high volume sales.
2. A very nice brochure has been developed for the Center, but is not being distributed effectively. As an overall comment about marketing, the BCCI needs to budget more funds to promotion of itself and all its

services. More brochures should be printed for distribution. The funds expended will more than pay for themselves. Brochures should be placed on the reception desks of all major hotels for a small fee to the hotel which is considered part of promotion costs.

3. A large poster should be printed with full color images of the wood carvings and basket work that has the name and address of the Center on it. These can be placed in a variety of places, one important one being in the airport as in-coming visitors go through customs. The poster itself can be sold as part of the merchandise in the Center.
4. Also in the airport, unlike reports from staff members, there were no crafts or art work available for those in the departure section. No shop space is available; however, there is ample space around the waiting room to place booths, much like the Guatemala airport but on a smaller scale.
5. The building is scheduled to have its roof repaired and to fix the large doors. In addition, the sign should be changed to emphasize the Handicraft Center as opposed to the name of the division (Product Marketing Division) and some colorful trim or decor added to the outside of the building to make it look less like a warehouse. When driving by, there is nothing to indicate it is open to the public and contains "national treasures."

The stated objective to make money through the export of the handicrafts is a subject requiring some scrutiny. The Handicraft Center as currently conceived provides a great service to artists and to the promotion of Belize's cultural heritage. However, the relationship to Belize's culture will be lost when merchandizing to export markets. At that point, the rationale for Chamber involvement becomes less clear, other than BEIPU involvement with those individuals or guilds wishing to export. Likewise, there is a distinction between methods of marketing handicrafts, such as the smaller wood carvings, and marketing art work on an international basis. An overview of pieces in the Center demonstrate that it is going to be difficult to distinguish which is which in many cases. Most of the work lies closer to art and, as such,

should be marketed internationally in the most controlled and artistically credible of circumstances. To do less would be a discredit to the craftsmen and artists represented. Exclusive agreements with relatively high class department stores like Burdines and Macy's may be the best solution.

C. Developing Long-Range Financial Security for BCCI

APPENDIX A

2. Financial Assessment: Cash Flow and Five-year Projections

BCCI CASH FLOW PROJECTIONS 1993-1994

The attached Tables were prepared for the BCCI to determine: financial needs to launch the Belize National Lottery, and whether potential revenue from the lottery will be sufficient to sustain the present level of activities once the USAID funding finishes. It is proposed that the income generation from the lottery would allow the Chamber to continue its program of development activities and services aimed at attracting new investment to the country and generating new export activities, foreign exchange earnings and employment as well as service the needs of its membership.

These cash flow projections have been prepared based on the present level of activities and services as funded by the approved USAID grant. It is assumed that this level of activities or similar activities will be maintained in the future.

The following are the basic assumptions used to prepare these projections:

CASH FLOW-1993 Tables 1 & 2.

REVENUE

- Beginning Balance: Funds carried over and available from the prior year.
- USAID Grant: Feb. and Mar. are actual reimbursements received and the May to October is a projection of remaining disbursements until the end of the project.
- DBCD Prog. Income: Only a minimal goal has been set starting in April since this Division's program has not yet been defined.
- Financial Services Div.: No income is projected as program has not yet been defined.
- Government Contribution: Since the Government has accepted the BCCI management of the lottery no additional contributions are projected.
- Handicraft Net Revenue: Table 2 shows a projection of Main Store sales for the year. Cost of Goods Sold is 50%. Store operating costs or overhead are a fixed amount based on experience. The net profits are to be divided up by agreement on the following basis: 25% for craftsmen, 50% to be placed in the revolving fund for developing the handicraft business, and 25% for the BCCI.
- BEIPU: Income generation is minimal for the moment until income generating activities are developed.
- Membership & Subscription: From the 507 members on the books at this time, 400 are projected to be paid up by the end of the year. A total of 400 paid up new members are projected to be recruited during the year for a total of 800. The average investment (membership fee) projected to be paid by these new members is B\$188.
- Western Union: Table 2 projects the expected movement of funds thru Western Union to and from Belize. A sliding commission is used to calculate fees charges based on amounts sent. An average transfer of B\$1,000 was used which pays a 7.4% commission. Of this commission the BCCI gets 40% or about 3% of the gross transfer.

otto

- Agent Commission to BCCI: It is expected that 10% of all lotto sales will be thru in house outlets where the BCCI will receive the entire 8% commission on these sales.
- BCCI Administration: It receives a 5% commission of gross sales for managing the lottery.
- Operating Costs: The BCCI receives a fee of 2.9% of gross sales to cover actual direct operating costs.
- Government Profits: The Government receives 23% of the gross sales. Since Government is not funding any portion of the program, ie investment in equipment, operating capital, etc. it is proposed that the Government will allow the BCCI to use the first month's participation to fund start up costs. Funds would be used for a six month period and are projected to be paid off in a lump sum in May 1994. No interest would be charged.

Instant Scratch

- Administration Fee: The BCCI receives a 5% fee for administrating the program.
- Profits: The agreement with the Government is to divide the net profits 50/50 with the BCCI.
- Profits Government: It is proposed that the Government will allow the BCCI to use the first six months of its 50% of profits to fund start up costs. Repayment to the Government will begin six months after the initiation of the Instant Scratch program and payment will continue for six months at the same level that profits were generated for the Government. No interest is calculated.

Bank Overdraft

- Construction: BCCI projects the need for an overdraft to fund 50% on the remodeling of the ground floor of their facilities for the lottery and Western Union programs. Loan is repaid in 60 Days. Interest is 13%.
- Instant Cards: Two months of instant cards must be purchased up front before the program begins to assure that there are no delays in deliveries which might lead to periods when no sales could be made. The first overdraft is projected to be paid in 3 months and the second in 6 months. Interest is 13%.

EXPENSES

- Membership & Institutional Development, BEIPU, DBCD, PMD Divisions and Junior Achievement, and Administration/Overhead costs are all projected at the 1993 level except salaries which were increased 5% for everyone.
- Agents Commissions: Agents recruiting new members will all receive a commission equal to 25% of the first year's membership fee.
- Construction: This is the projected cost of remodeling the ground floor of the BCCI building to accommodate the Lottery and Western Union offices and personnel.
- Western Union: Operating expenses consist of a secretary and telephone calls.

Lotto

- Equipment Purchase: Initial downpayment is US \$50,000 due when equipment is ready for shipment. Balance is paid off in monthly payments for the next 13 months of US \$14,300.
- Start up Costs: These are organizational costs, personnel and training costs incurred before the lottery begins.

- BCCI Administration Cost: This is the monthly costs incurred to operate both the Instant Scratch and the Lotto programs. See Table 9.
- Drawing Machine: This is the equipment used to select the winning numbers.
- Vehicle: It is projected that a vehicle will be needed to service the vendors in the southern part of the country.

Instant Scratch

- BCCI Admin. Cost: These are to administrative costs to run only the Instant Scratch program until the Lotto program begins.
- Reimbursement Government: These are the initial payments to begin to reimburse Government for their share of Instant Scratch profits projected to be used by the BCCI during the first six months of the program .
- Payment on Overdraft: These are projected payments on overdrafts and are timed when cash flow permits.
- Interest on Overdraft: Calculated at 13%.

The BCCI Cash Flow projection for 1993 shows an ending surplus of \$272,183. To make this program work the BCCI will have to use B\$156,000 of bank overdraft credit and an additional B\$292,567 of the Government's lottery profits to meet the projected cash flow needs. However, the bank overdraft should be paid off before the end of the year and payments to reimburse the Government will begin before the end of the year with the total amount being canceled the following year. The level of developmental activities presently handled by the Chamber should be sustainable in the future.

BCCI CASH FLOW-1994 Tables 3 & 4

REVENUE

- DBCD Prog. Income: This is a projected goal for this Division and is not based on any concrete plans or activities.
- Handicraft Net Revenue: This assume that merchandising and advertising efforts will increase gross sales to B\$50,000 per month.
- BEIPU: This is a project goal for this Division and is not based on any concrete plans or activities.
- Membership & Subscriptions: Based on the renewal of the memberships of the 800 paid up members from 1993 and an additional 400 members to be recruited and paid up in this year.
- Western Union: Early estimates are that a B\$100,000 movement of funds per month is realistic.
- Lotto and Instant Scratch: Same assumptions apply as prior year except that the Government participation will be liquidated monthly.

EXPENSES

- Membership & ID, BEIPU, DBCD, and PMD Divisions and Junior Achievement and Administration/Overhead expenses have all been increased 5%.
- Western Union: Expenses were increased 5%.

Lotto

-Equipment Purchase: These are the final payments to pay off the lottery equipment.

-BCCI Admin. Cost: Operating expenses are projected to increase 5%.

Instant Scratch

-Reimbursement Government: These are the final payments to the Government to pay off their participation in profits which was used to fund start up costs of the lottery program.

The BCCI Cash Flow for 1994 shows that if the lottery program is managed well, the cash generation for the Chamber will continue to sustain their operations as long as they maintain management of the lottery. The BCCI should look at putting as much money as possible into an endowment fund which will cover the possibility that some day the Government might decide to take away the management of the lottery.

SUMMARY OF CRITICAL FACTORS

1. Table 5 shows a 1993 cash flow projection without the lottery investment, expenses and revenue. The Chamber could survive the year with minor cuts in expenses but would die the following year if the lottery or some other source of income is not available.
2. The Instant Scratch lottery is scheduled to start April 1, 1993 and the Lotto on September 1, 1993. If the outlays for both programs are incurred as scheduled, the Instant Scratch start up could be delayed for up to two months and the Lotto for one month without causing serious cash flow problems. See Table 6.
3. Tables 7 & 8 show the cash flow projection if revenues are only 50% of the expected for both the Instant Scratch and Lotto programs. Even at this reduced level of lottery sales, only minor adjustments to expenses or to overdraft repayments would be required to eliminate projected cash flow deficits.

BCCI CASH FLOW-1993

3/12/93

Table 1

REVENUE	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Beginning Balance	24,000												
UNFD Grant		150,000	104,000										
DBCD Prog. Income				5,000	210,440	121,220	100,220	96,220	100,220	120,180			24,000
Fin. Services Div.					5,000	5,000	5,000	5,000	5,000	5,000			1,002,500
GOVT Contribution										5,000	5,000	5,000	45,000
Handicraft Net Reven	250	1,500	1,125	1,125	1,125	1,125	1,125	1,125	1,750	1,750	2,375	3,000	17,375
BEIPU	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Membership & Subsc.	44,198	22,000	15,000	3,760	5,640	7,520	7,520	9,400	9,400	11,280	11,280	9,400	156,396
Western Union			1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,700
Lotto													
Agent Comm toBCCI													
BCCI Admin. (5%)										4,667	7,000	7,000	18,667
Op. Costs (2.9%)										58,333	58,333	58,333	175,000
Govt Profits(23%)										33,833	33,833	33,833	101,500
Instant Scratch										134,167			134,167
Admn. Fee (5%)													
Profits (50%)					25,000	25,000	15,000	15,000	15,000	15,000	15,000	15,000	140,000
Profits (50%) Govt					36,000	36,000	21,600	21,600	21,600	21,600	21,600	21,600	201,600
Other Income					36,000	36,000	21,600	21,600	21,600	21,600	21,600	21,600	158,400
Bank Overdraft													
Construction				50,000									
Instant Cards													
Lotto Equipment			53,300	53,300									50,000
Total Revenue	69,446	174,500	176,625	115,685	321,705	234,365	174,565	172,445	177,070	429,910	156,922	155,667	2,357,904
EXPENSES													
Membership & ID Div.													
Public Affairs	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	10,295	109,636
Membership Dev.	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,798	40,703
Agents Comm.	1,630	1,630	1,630	1,630	1,630	1,880	1,880	2,350	2,350	2,820	2,820	2,350	18,600
Finance	11,950	11,950	11,950	11,950	11,950	1,630	1,330	1,630	1,630	1,630	1,630	2,041	19,971
Administration													
BEIPU													
Export Devel.	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	11,950	11,950	14,670	146,120
Investment Prom.	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	10,620	119,047
Trade & Policy	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	8,838	83,768
DBCD	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	11,490	53,336
PMD													
Repair Bldg.													
Junior Achiev.	3,500	3,500	3,500	3,500	3,500	3,500	25,000			25,000			50,000
Admn/ Overhead	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	42,000
Construction-Lotto			30,000	50,000	20,000								478,830
Western Union				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	100,000
Lotto													13,500
Equip. Purchase													
Start up Costs								100,000	28,600	28,600	28,600	28,600	214,400
BCCI Admin. Cost								50,000					50,000
Drawing Maching									23,200	23,200	23,200	23,200	92,800
Vehicle								40,000					40,000
Instant Scratch										31,000			31,000
BCCI Admin. Cost													
Reimb. Govt (50%)				5,000	5,000	5,000	5,000						20,000
Payment on Overdraft						50,000	53,300				36,000	36,000	72,000
Interest on Overdraft				580	1,700	1,700	1,160	580	580	53,300			156,600
Total Expenses	100,687	100,687	130,687	158,707	130,297	160,767	183,527	295,117	156,917	266,687	192,807	203,834	2,066,721
Surplus (Deficit)	(31,241)	73,813	44,938	(43,022)	191,408	73,598	(13,962)	(122,672)	20,153	163,223	(36,885)	(48,167)	272,183
Accum. Surplus	(31,241)	42,572	87,510	44,488	235,896	309,494	295,532	172,860	193,013	356,236	320,351	272,183	

BASIC ASSUMPTIONS-1993

3/12/93

Table 2

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Membership Recruitment	87	55	50	20	30	40	40	50	50	60	60	50	592
Average Investment	508	400	300	188	188	188	188	188	188	188	188	188	
Product Marketing Div.													
Main Store Sales	18,000	28,000	25,000	25,000	25,000	25,000	25,000	25,000	30,000	30,000	35,000	40,000	331,000
Cost of Goods Sold	9,000	14,000	12,500	12,500	12,500	12,500	12,500	12,500	15,000	15,000	17,500	20,000	165,500
Store Overheads	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	96,000
Western Union			40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	490,000
Lotto													
Revenue \$14,000,000													
Monthly Potential	1166667	1166667	1166667	1166667	1166667	1166667	1166667	1166667	1166667	1166667	1166667	1166667	14,000,000
Actual Sales Proj.													
BCCI Admin. Cost									583,333	583,333	875,000	875,000	2,916,667
Agent Comm. to BCCI (10% sales by BCCI)									58,333	58,333	87,500	87,500	291,667
Instant Scratch Sales				500,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,100,000

BCCI CASH FLOW-1994

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
REVENUE													
Beginning Balance	B# 207,383												
USAID Grant													
DBCD Prog. Income	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Fin. Services Div.													
GOVT Contribution													
Handicraft Net Reven	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	4,150	49,800
BEIPU	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Membership & Subsc.	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	64,440	800,000
Western Union	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	310,400
Lotto													
Agent Comm to BCCI	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	4,667	30,000
BCCI Admin. (5%)	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,000
Op. Costs (2.9%)	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	33,833	700,000
Govt Profits(23%)													
Instant Scratch													
Admin. Fee (5%)	16,650	16,650	16,650	16,650	16,650	16,650	16,650	16,650	16,650	16,650	16,650	16,650	199,800
Profits (50%)	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	23,976	287,712
Profits (50%) Govt													
Other Income													
Bank Overdraft													
Construction													
Instant Cards													
Lotto Equipment													
Total Revenue	430,932	223,549	223,549	223,549	164,749	164,749	165,689	165,689	165,689	165,689	166,629	166,629	2,427,096
EXPENSES													
Membership & ID Div.													
Public Affairs	9,483	9,483	9,483	9,483	9,483	9,483	9,483	9,483	9,483	9,483	9,483	10,810	115,118
Membership Dev.	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,988	42,738
Agents Comm.	16,110	16,110	16,110	16,110	1,410	1,410	1,410	1,645	1,645	1,645	1,645	1,880	77,800
Finance	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	1,712	20,970
Administration	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	12,548	15,404	163,426
BEIPU													
Export Devel.	10,350	10,350	10,350	10,350	10,350	10,350	10,350	10,350	10,350	10,350	10,350	11,151	124,999
Investment Prom.	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	7,172	9,070	87,856
Trade & Policy	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	4,572	5,714	56,003
D3CD	10,962	10,962	10,962	10,962	10,962	10,962	10,962	10,962	10,962	10,962	10,962	12,066	132,647
PMO													
Repair Bldg.													
Junior Achiev.	3,676	3,676	3,676	3,676	3,676	3,676	3,676	3,676	3,676	3,676	3,676	3,676	44,100
Admin/ Overhead	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	41,727	43,775	502,772
Construction-Lotto													
Western Union	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	18,900
Lotto													
Equip. Purchase	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	28,600	286,000
Start up Costs													
BCCI Admin. Cost	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	24,300	292,320
Drawing Machine													
Vehicle													
Instant Scratch													
BCCI Admin. Cost													
Reimb. Govt (50%)	21,000	21,000	21,000	21,000	134,167								
Payment on Overdraft													
Interest on Overdraft													220,567
Total Expenses	197,966	197,966	197,966	197,966	295,833	161,666	161,901	161,901	161,901	161,901	133,536	145,608	2,176,115
Surplus (Deficit)	232,966	25,583	25,583	25,583	(131,084)	3,083	3,788	3,788	3,788	3,788	33,093	21,021	250,980
Accum. Surplus	232,966	258,549	284,132	309,715	178,631	181,714	185,502	189,290	193,078	196,866	229,959	250,980	

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BASIC ASSUMPTIONS-1994

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Membership Recruitment													
Average Investment	30	30	30	30	30	30	35	35	35	35	40	40	400
	188	188	188	188	188	188	188	188	188	188	188	188	
Product Marketing Div.													
Main Store Sales B\$	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	600,000
Cost of Goods Sold	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
Store Overheads	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	100,000
Western Union	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
Lotto													
Revenue \$14,000,000													
Monthly Sales Proj. B\$	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	1,166,667	14,000,000
Agent Comm. to BCCI (5% sales by BCCI)	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	58,333	700,000
Instant Scratch Sales	333,000	333,000	333,000	333,000	333,000	333,000	333,000	333,000	333,000	333,000	333,000	333,000	3,996,000

BCCI CASH FLOW-1993

(Without Lottery)

3/12/93

Table 5

REVENUE	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Beginning Balance	24,000												
USAID Grant		150,000	104,000			210,440	121,220	100,220	86,220	100,220	120,180		24,000
DBCD Prog. Income				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	1,002,500
Fin. Services Div.													45,000
GOVT Contribution													
Handicraft Net Reven	250	1,500	1,125	1,125	1,125	1,125	1,125	1,125	1,750	1,750	2,375	3,000	17,375
BEIPU	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Membership & Subco.	44,196	22,000	15,000	3,760	5,640	7,520	7,520	9,400	9,400	11,280	11,280	9,400	156,386
Western Union			1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,700
Lotto													
Agent Comm to BCCI													
BCCI Admin. (5%)													
Op. Costs (2.8%)													
Govt Profits (23%)													
Instant Scratch													
Admin. Fee (5%)													
Profits (50%)													
Profits (50%) Govt													
Other Income													
Bank Overdraft													
Construction				50,000									50,000
Instant Cards													
Lotto Equipment													50,000
Total Revenue	69,446	174,500	122,325	62,385	224,705	137,365	116,365	114,245	118,870	140,710	21,155	19,900	1,321,971
EXPENSES													
Membership & ID Div.													
Public Affairs	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	10,295	109,636
Membership Dev.	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	10,295	40,703
Agents Comm.				940	1,410	1,880	1,880	2,350	2,350	2,820	2,820	2,350	18,800
Finance	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	2,041	19,971
Administration	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	14,670	146,120
BEIPU													
Export Devel.	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	10,620	119,047
Investment Prom.	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,638	63,768
Trade & Policy	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	5,442	53,336
DBCD	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	11,490	126,330
PMD													
Repair Bldg.													
Junior Achiev.	3,500	3,500	3,500	3,500	3,500	3,500	25,000	3,500	3,500	3,500	3,500	3,500	50,000
Admin/ Overhead	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	42,000
Construction-Lotto			30,000	50,000	20,000								478,830
Western Union				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	100,000
Lotto													13,500
Equip. Purchase													
Start up Costs													
BCCI Admin. Cost													
Drawing Machine													
Vehicle													
Instant Scratch													
BCCI Admin. Cost													
Reimb. Govt (50%)													
Payment on Overdraft						50,000							
Interest on Overdraft				580	1,700	1,700							50,000
Total Expenses	100,867	100,867	130,687	153,707	125,297	155,767	129,067	104,537	104,537	130,007	105,007	116,034	1,456,021
Surplus (Deficit)	(31,241)	73,813	(8,362)	(91,322)	99,408	(18,402)	(12,702)	8,708	14,333	10,703	(83,852)	(96,134)	(134,050)
Accum. Surplus	(31,241)	42,572	34,210	(57,112)	42,296	23,894	11,192	20,900	35,233	45,936	(37,016)	(134,050)	

BCCI CASH FLOW-1993

(Delays in Lottery Start Up)

3/12/93

Table 6

REVENUE	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Beginning Balance	24,000												
USAID Grant		150,000	104,000										
DBCD Prog. Income				5,000	210,440	121,220	100,220	86,220	100,220	120,180			24,000
Fin. Services Div.					5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	1,002,500
GOVT Contribution													45,000
Handicraft Net Reven	250	1,500	1,125	1,125	1,125	1,125	1,125	1,125	1,750	1,750	2,375	3,000	17,375
BEIPU	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Membership & Subco.	44,198	22,000	15,000	3,750	5,640	7,520	7,520	9,400	9,400	11,280	11,280	9,400	156,388
Western Union			1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,700
Lotto													
Agent Comm to BCCI											7,000	7,000	14,000
BCCI Admin. (5%)											58,333	58,333	116,667
Op. Costs (2.9%)											33,833	33,833	67,667
Govt Profits(23%)											134,167		134,167
Instant Scratch							25,000	25,000	15,000	15,000	15,000	15,000	110,000
Admin. Fee (5%)							36,000	36,000	21,600	21,600	21,600	21,600	158,400
Profits (50%)							36,000	36,000	21,600	21,600	21,600	21,600	158,400
Profits (50%) Govt													
Other Income													
Bank Overdraft													
Construction				50,000									50,000
Instant Cards			53,300	53,300									106,600
Lotto Equipment													
Total Revenue	69,446	174,500	176,625	115,885	224,705	137,365	213,365	211,245	177,070	188,910	312,688	177,287	2,187,871
EXPENSES													
Membership & ID Div.													
Public Affairs	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	10,285	109,638
Membership Dev.	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,798	40,703
Agents Comm.				940	1410	1880	1880	2350	2350	3,355	3,355	3,798	18,800
Finance	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	1,830	2820	2820	2350	18,800
Administration	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	14,870	148,120
BEIPU													
Export Devel.	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	10,620	119,047
Investment Prom.	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	8,638	93,788
Trade & Policy	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	5,442	53,336
DBCD	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	11,480	126,330
PMD													
Repair Bldg.													
Junior Achiev.	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	50,000
Admin/ Overhead	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	39,740	41,090	42,000
Construction-Lotto			30,000	50,000	20,000								478,830
Western Union				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	100,000
Lotto													13,500
Equip. Purchase													
Start up Costs								100,000	28,600	28,600	28,600	28,600	214,400
BCCI Admin. Cost								50,000					50,000
Drawing Machine									23,200	23,200	23,200	23,200	92,800
Vehicle									40,000				40,000
Instant Scratch										31,000			31,000
BCCI Admin. Cost				5,000	5,000	5,000	5,000						20,000
Reimb. Govt (50%)													72,000
Payment on Overdraft						50,000	53,300				36,000	36,000	156,600
Interest on Overdraft				580	1,700	1,700	1,160	580	580	580			6,880
Total Expenses	100,687	100,687	130,687	158,707	130,297	160,767	188,527	295,117	156,917	288,687	192,807	203,834	2,085,721
Surplus (Deficit)	(31,241)	73,813	44,938	(43,022)	94,408	(23,402)	24,838	(83,872)	20,153	(67,777)	119,881	(26,567)	102,150
Accum. Surplus	(31,241)	42,572	87,510	44,488	138,898	115,494	140,332	56,460	76,613	8,836	128,717	102,150	

BCCI CASH FLOW-1993

(Lottery Sales Reduced by 50%)

3/12/93

Table 7

REVENUE	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Beginning Balance	B\$ 24,000												
USAID Grant		150,000	104,000		210,440	121,220	100,220	96,220	100,220	120,180			24,000
DSCD Prog. Income				5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	1,002,500
Fin. Services Div.													45,000
GOVT Contribution													
Handcraft Net Reven	250	1,500	1,125	1,125	1,125	1,125	1,125	1,125	1,750	1,750	2,375	3,000	17,375
BEIPU	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Membership & Subco.	44,196	22,000	15,000	3,780	5,640	7,520	7,520	9,400	9,400	11,280	11,280	9,400	156,396
Western Union			1,200	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	14,700
Lotto													
Agent Comm to BCCI										2,333	3,500	3,500	9,333
BCCI Admin. (5%)										29,167	29,167	29,167	87,500
Op. Costs (2.9%)										16,917	16,917	16,917	50,750
Govt Profits(23%)										67,083			67,083
Instant Scratch													
Admin. Fee (5%)													
Profits (50%)					12,500	25,000	7,500	7,500	7,500	7,500	7,500	7,500	82,500
Profits (50%) Govt					18,000	36,000	10,800	10,800	10,800	10,800	10,800	10,800	119,800
Other Income					18,000	36,000	10,800	10,800	10,800	10,800	10,800	10,800	119,800
Bank Overdraft													106,000
Construction				50,000									50,000
Instant Cards				53,300									53,300
Lotto Equipment													
Total Revenue	69,446	174,500	175,825	116,685	273,205	234,365	145,465	143,345	147,970	286,110	89,038	87,783	1,852,536
EXPENSES													
Membership & ID Div.													
Public Affairs	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	9,031	10,295	109,636
Membership Dev.	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,355	3,798	40,703
Agents Comm.				940	1,410	1,680	1,880	2,350	2,350	2,820	2,820	2,350	18,800
Finance	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	1,630	2,041	19,971
Administration	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	11,950	14,670	146,120
BEIPU													
Export Devel.	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	9,857	10,620	119,047
Investment Prom.	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	6,830	8,636	83,788
Trade & Policy	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	4,354	5,442	53,236
DSCD	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	11,480	126,330
PMD													
Repair Bldg.													
Junior Achiev.	3,500	3,500	3,500	3,500	3,500	3,500	25,000			25,000			50,000
Admin/ Overhead	39,740	39,740	39,740	39,740	39,740	39,740	3,500	3,500	3,500	3,500	3,500	3,500	42,000
Construction-Lotto			30,000	50,000	20,000	39,740	39,740	39,740	39,740	39,740	39,740	41,680	478,830
Western Union				1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	100,000
Lotto													13,500
Equip. Purchase													
Start up Costs								100,000	28,000	28,000	28,000	28,000	214,400
BCCI Admin. Cost								50,000					50,000
Drawing Machine									23,200	23,200	23,200	25,200	92,800
Vehicle								40,000					40,000
Instant Scratch										31,000			31,000
BCCI Admin. Cost				5,000	5,000	5,000	5,000						
Reimb. Govt (50%)													
Payment on Overdraft						50,000	53,300				36,000	36,000	20,000
Interest on Overdraft				560	1,700	1,700	1,160	560	560	53,300			72,000
Total Expenses	100,687	100,687	130,687	158,707	130,287	160,767	186,527	295,117	156,917	205,687	192,807	203,834	2,085,721
Surplus (Deficit)	(31,241)	73,813	44,938	(43,022)	142,908	73,598	(43,062)	(151,772)	(8,947)	29,423	(103,769)	(116,051)	(133,183)
Accum. Surplus	(31,241)	42,572	87,510	44,488	187,388	260,984	217,932	66,160	57,213	66,636	(17,133)	(133,183)	

BASIC ASSUMPTIONS-1993

3/12/93

Table 8

	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Membership Recruitment	87	55	50	20	30	40	40	50	50	60	60	50	
Average Investment	508	400	300	188	188	188	188	188	188	188	188	188	592
Product Marketing Div.													
Main Store Sales	18,000	28,000	25,000	25,000	25,000	25,000	25,000	25,000	30,000	30,000	35,000	40,000	331,000
Cost of Goods Sold	9,000	14,000	12,500	12,500	12,500	12,500	12,500	12,500	15,000	15,000	17,500	20,000	165,500
Store Overheads	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	98,000
Western Union			40,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	490,000
Lotto													
Revenue \$14,000,000													
Monthly Potential	583,333	583,333	583,333	583,333	583,333	583,333	583,333	583,333	583,333	583,333	583,333	583,333	6,999,996
Actual Sales Proj.													
BCCI Admin. Cost									291,667	291,667	437,500	437,500	1,458,333
Agent Comm. to BCCI													
(10% sales by BCCI)									29,167	29,167	43,750	43,750	145,833
Instant Scratch Sales				250,000	250,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,550,000

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Table 9

PROJECTED BCCI ADMINISTRATIVE BUDGET

for

INSTANT SCRATCH AND LOTTO PROGRAMS

<u>Description</u>	<u>Bz\$ Per Annum</u>	<u>Start up Bz\$</u>
Manager	38,000	6,334
Supervisor	20,000	1,500
Clerical/sales (4)	36,000	2,667
Sales (4 part-time)	16,000	1,333
Courier (2)	18,000	2,333
Pre-printed tickets	70,000	17,500
Paper rolls	15,000	4,500
Ribbons	5,500	1,650
Utilities	5,000	333
Insurances	25,000	4,167
Alarm & Security	15,000	1,333
Soc. Security	5,000	1,105
Operations/Maint. Vehicles (2)	<u>10,000</u>	<u>1,666</u>
Total	\$ 278,500	\$ 46,421

Per month Operating Expenses = \$23,200

BCCI - 5 YEAR FINANCIAL PROJECTIONS

Table 1
3/25/93

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
REVENUE					
USAID Grant Bz\$	1,002,000				
DBCD Prog. Income	45,000	120,000	132,000	145,200	159,700
Handicraft Net Reven	17,300	49,800	56,040	63,000	70,700
BEIPU	12,000	60,000	66,000	72,500	79,900
Membership & Subsc.	156,400	310,400	426,800	469,500	516,400
Western Union	14,700	30,000	33,000	36,300	39,900
Lotto					
Agent Comm to BCCI	18,600	56,000	56,000	56,000	56,000
BCCI Admin. (5%)	175,000	700,000	700,000	700,000	700,000
Op. Costs (2.9%)	101,500	406,000	406,000	406,000	406,000
Instant Scratch					
Admin. Fee (5%)	140,000	199,800	200,000	200,000	200,000
Profits (50%)	<u>201,600</u>	<u>287,700</u>	<u>288,000</u>	<u>288,000</u>	<u>288,000</u>
Total Revenue	1,884,100	2,219,700	2,363,800	2,436,600	2,516,600
EXPENSES					
Membership & ID Div.					
Public Affairs Bz\$	109,600	115,100	120,900	126,900	133,200
Membership Dev.	40,700	42,700	44,800	47,000	49,400
Agents Comm.	18,800	77,600	81,500	85,600	89,900
Finance	19,900	21,000	22,100	23,200	24,400
Administration	146,100	153,400	161,100	169,200	177,700
BEIPU					
Export Devel.	119,000	125,000	131,300	137,900	144,800
Investment Prom.	83,700	88,000	92,400	97,000	101,900
Trade & Policy	53,300	56,000	58,800	61,700	64,800
DBCD	126,300	132,600	139,200	146,200	153,500
PMD					
Junior Achiev.	42,000	44,100	46,300	48,600	51,000
Admin/ Overhead	478,800	502,700	527,800	554,200	581,900
Western Union	13,500	18,900	19,800	20,800	21,800
Lotto					
Start up Costs	50,000				
BCCI Admin. Cost	92,800	292,300	306,900	322,200	338,300
Instant Scratch					
BCCI Admin. Cost	20,000				
Interest on Overdraft	<u>6,900</u>				
Total Expenses	1,421,400	1,669,400	1,752,900	1,840,500	1,932,600
Net Income Bz\$	462,700	550,300	610,900	596,100	584,000

BCCI 5 YEAR FINANCIAL PROJECTIONS

(Basic Assumptions)

Table 2
3/25/93

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Membership Recruitment	800	1,200	1,500	1,500	1,500
Average Investment	188	259	285	313	344
Product Marketing Div.					
Main Store Sales Bz\$	331,000	600,000	660,000	726,000	798,600
Cost of Goods Sold	165,500	300,000	330,000	363,000	399,300
Store Overheads	96,000	100,800	105,840	111,132	116,689
Western Union	490,000	1,200,000	1,320,000	1,452,000	1,597,200
Lotto					
Gross Revenue Bz\$	2,916,600	14,000,000	14,000,000	14,000,000	14,000,000
Agent Comm. to BCCI (10% sales by BCCI)	291,660	700,000	700,000	700,000	700,000
Instant Scratch Sales	3,100,000	3,996,000	4,000,000	4,000,000	4,000,000

APPENDIX B
CONSENSUS-BUILDING WORKSHOP

APPENDIX B
1. Agenda

BELIZE CHAMBER OF COMMERCE AND INDUSTRY
Workshop on Long-Range Planning and Financial Self-Sufficiency
May 29 - 30, 1993

Participant's Agenda

Saturday, May 29

Day I: The Foundation for Planning: Information and Analysis

9:00 - 9:20

I. Welcome, Background and Introductions Fuller

Overview of Project and Workshop Objectives Thomas
and Outcomes; Introduction of Consulting Team

9:20 - 10:00

II. Review of Assessments

Financial Barbee
Organizational Baker

10:00 - 11:00

III. Nominal Group Process All
Input on Key Issues

Break 11:00 - 11:15

11:15 - 12:30

IV. "Achieving and Maintaining Self-Sufficiency Benitez
in a Membership and Service-Based Association"

12:30 - 1:15

V. Lunch and Discussion on BCCI Mission and Image Baker

1:15 - 1:45

VI. Presentation on the Relationship Between Thomas
Membership Involvement, Service Menu and
Organizational Structure

1:45 - 2:30

VII. Membership Recruitment/Involvement Thomas
Baker

2:30 - 3:30

VIII. Service Menu Barbee
Thomas

3:30 - 3:45

Break

3:45 - 5:15

IX. Organizational Structure

Thomas

5:15 - 5:30

X. An Outline for the Long-Range Strategic
Plan and Key Questions to be Answered

Sunday May 30, 1993

Day II: Developing the Long-Range Plan

8:30 - 8:45

I. Review of Previous Day and of the Outline for
the Plan and Key Questions For Consensus-Building

Thomas

8:45 - 9:45

II. Developing a Common Vision
Translating from a Vision to Goals and Objectives

Baker

9:45 - 11:45

III. Board/Staff Discussion of Key Issues
for Long-Range Plan

11:45 - 12:30

IV. Financial Projections for the Long-Range Plan;
Implications of Decisions

Barbee

12:30 - 1:30

V. Lunch and Discussion of Need for a
Communication/Marketing Strategy for BCCI

Baker

APPENDIX B
2. Workshop Materials

PROJECT OBJECTIVES

1. PROVIDE AN ANALYSIS OF BCCI'S CURRENT AND PROJECTED COST RECOVERY RATE

SITE VISIT IN MARCH

2. PROVIDE AN ANALYSIS OF BCCI'S CURRENT SERVICES AND ORGANIZATIONAL DYNAMICS AS THEY RELATE TO LONG-TERM INSTITUTIONAL SUSTAINABILITY

REPORT SUBMITTED IN APRIL

3. ASSIST BCCI IN THE DEVELOPMENT OF ITS LONG-RANGE BUSINESS PLAN

THE MAY WORKSHOP

OBJECTIVES OF THE WORKSHOP

1. PROVIDE THE BCCI LONG-RANGE PLANNING TEAM WITH AN OVERVIEW OF THE FINANCIAL AND ORGANIZATIONAL ASSESSMENTS AND RECOMMENDATIONS

2. FACILITATE BCCI'S LONG-RANGE PLANNING PROCESS BY INITIATING DISCUSSION AND SEEKING CONSENSUS ON KEY ISSUES RELEVANT TO SELF-SUSTAINABILITY

Day I/Part I
Objectives/Outcomes

ARCHITECTURE OF THE WORKSHOP

DAY I: INFORMATION SHARING
INFORMATION ANALYSIS

LED PRINCIPALLY BY THE CONSULTANTS

DAY II: PLANNING AND CONSENSUS BUILDING

LED BY THE BCCI PLANNING TEAM, CONSULTANTS ARE RESOURCES

STRATEGIES INCLUDE PRESENTATIONS, LARGE GROUP DISCUSSION AND SMALL GROUP DISCUSSION

Day I/Part I
Objectives/Outcomes

WORKSHOP OUTCOMES

AT THE END OF THE WORKSHOP THE BCCI PLANNING TEAM WILL HAVE:

- * A COMPLETE FINANCIAL OVERVIEW OF BCCI INCLUDING FIVE-YEAR PROJECTIONS
- * A BETTER UNDERSTANDING OF KEY ISSUES AND OPPORTUNITIES FACING BCCI OVER THE NEXT FIVE YEARS

RECOMMENDATIONS FOR:

- * ADAPTATION OF THE SERVICE MENU TO INCREASE COST RECOVERY AND MEMBERSHIP UTILIZATION
- * INCREASED MEMBERSHIP PARTICIPATION
- * ADAPTATION OF THE ORGANIZATION'S STRUCTURE
- * A COMMUNICATIONS AND MARKETING STRATEGY
- * A MORE CLEARLY DEFINED AND SHARED VISION OF THE CHAMBER'S FUTURE
- * AN OUTLINE FOR THE LONG-RANGE BUSINESS PLAN

Day I/Part II
Review of Assessments

FINANCIAL ASSESSMENT OBSERVATIONS

- * SELF-SUFFICIENCY REACHED WITH LOTTERY INCOME

- * NEED TO PREPARE ANNUAL BUDGET/WORKPLAN WITH MONTHLY BREAKDOWN
- * FINANCIAL REPORTING SYSTEM
 - MONTHLY REPORTS
 - USE OF COST CENTERS FOR ALL PROGRAMS & ACTIVITIES
 - MONTHLY COMPARISON OF INCOME AND EXPENSES TO BUDGET
 - DISTRIBUTION OF MONTHLY FINANCIAL RESULTS TO MANAGERS
- * MEMBERSHIP FEES AND ACCOUNTS RECEIVABLE
 - BILL ALL MEMBERS ONCE A YEAR AT SAME TIME
- * BEIPU AND DBCL DON'T HAVE SPECIFIC STRATEGY
 - ACTIVITIES
 - INCOME GENERATION
- * TOP MANAGEMENT MUST BALANCE ATTENTION ON LOTTERY WITH MISSION/GOALS OF BCCI
- * NEED STRICT POLICIES ON USE OF LOTTERY FUNDS

Day I/Part II
Review of Assessments

KEY ORGANIZATIONAL ISSUES

1. How should the lottery and Western Union be folded into the organizational structure and operations so that the BCCI mission, objectives and image are not compromised?
2. How can cost recovery be increased throughout the various divisions of BCCI?

3. How can BCCI increase its membership and membership involvement?
4. How can BCCI enhance its leadership role in the economic development of Belize?
5. How can BCCI manage its finances over the next five years in order to establish financial security independent from the lottery income?

Day I/Part II
Overview of Assessments

T. THESE QUESTIONS CALL FOR ANALYSIS OF BCCI'S

- * MISSION AND IMAGE
- * MEMBERSHIP PROFILE AND LEVEL OF INVOLVEMENT
- * SERVICES
- * ORGANIZATIONAL STRUCTURE
- * COMMUNICATIONS AND MARKETING

Day I/ Part II
Overview of Assessments

OBSERVATIONS ON EACH BCCI COMPONENT

MISSION/IMAGE

1. NO CLEAR IMAGE DEFINED
2. INCONSISTENCY IN HOW IMAGE IS PROJECTED
3. MISSION STATEMENT COULD BE CLARIFIED
4. THE LOTTERY AND WESTERN UNION CHALLENGE THE MISSION/IMAGE BUT ALSO PRESENT GREAT OPPORTUNITY

MEMBERSHIP

1. CURRENT RECRUITMENT PLAN NEEDS DEFINITION
2. INCENTIVES FOR MEMBERSHIP NOT CLEARLY DEFINED
3. MEMBERSHIP INVOLVEMENT IS TOO LOW
4. REAL INCENTIVES FOR INVOLVEMENT ARE NEEDED
5. MEMBERSHIP SURVEY NEEDED

SERVICES

1. SERVICE MENU DOES NOT MATCH MEMBER PROFILE
2. SERVICE MENU PREVIOUSLY INFLUENCED BY DONOR MORE THAN MEMBERS

3. SERVICES OVERLAP BETWEEN DIVISIONS
4. SERVICES NOT MARKETED TO MEMBER

ORGANIZATIONAL STRUCTURE

1. DOES NOT INVOLVE MEMBERSHIP IN ORGANIZATIONAL AGENDA SETTING
2. IS IN DANGER OF BEING DOMINATED BY ENTERPRISE RATHER THAN MEMBER SERVICE
3. SHOULD BE RE-STRUCTURED RATHER THAN APPENDED AT THIS TRANSITION POINT

COMMUNICATIONS/MARKETING

1. NEEDS CONSISTENCY AND AN INTEGRATING STRATEGY
2. NEEDS TO PROJECT THE DESIRED IMAGE
3. NEEDS TO MARKET SERVICES MORE EFFECTIVELY
4. NEEDS TO CAPITALIZE ON LOTTERY & WESTERN UNION ADVERTISING

Day I/Part V
Mission/Image

RECOMMENDATIONS REGARDING MISSION STATEMENT

CURRENT STATEMENT

1. To foster the economic growth and social well being of the nation through the free enterprise system at all levels by promoting and protecting, both nationally and internationally, commerce, all sectors of industry which includes agribusiness, tourism and manufacturing, the professions and the trades.

2. To continually strive to enhance the Chamber's ability to better serve its members whilst operating as a self-sustaining, non-profit, non-political organization.

RECOMMENDED STATEMENT

The Belize Chamber of Commerce and Industry is a self-sustaining and non-political private sector association which

- A. Provides leadership in the economic and social development of Belize.
- B. Serves its members by promoting and protecting all sectors of industry including agribusiness, tourism, manufacturing, the professions and the trades.
- C. Promotes private sector enterprise development and international trade and investment.

Day I/ Part V
Mission/Image

KEY FACTORS IN DETERMINING IMAGE

- * WORD OF MOUTH
- * COLLATERAL MATERIALS
- * PHYSICAL PREMISES
- * PUBLIC ACTIVITIES OF STAFF AND LEADERSHIP
- * SPONSORED ACTIVITIES AND HOW THEY ARE COMMUNICATED

*** MEDIA COVERAGE**

Day I/ Part V
Mission/Image

RECOMMENDATIONS REGARDING IMAGE ENHANCEMENT

1. SURVEY MEMBERSHIP FOR THEIR VIEWS OF BCCI

2. DESIGN A COMMUNICATIONS STRATEGY WHICH:
 - * CONVEYS A CLEAR STATEMENT OF DESIRED IMAGE FOR BCCI

 - * DEVELOPS AN IMAGE STANDARD FOR BCCI PRINT MATERIALS

 - * REFLECTS IMAGE IN SURROUNDINGS

 - * CAPITALIZES ON LOTTERY AND WESTERN UNION

Day I/ Part VI
The Inter-relationship of Components

CONSIDERATIONS WHEN RESTRUCTURING

- 2 1. FACILITATION OF BCCI MISSION AND GOALS

2. FACILITATION OF FINANCIAL SUSTAINABILITY

3. SPAN OF CONTROL, SPECIALIZATION, INTEGRATION

4. FACILITATION OF PLANNING AND DECISION-MAKING

5. MEMBER INVOLVEMENT, OWNERSHIP, AND COMMUNICATION

6. FACILITATE DELIVERY OF SERVICES

Day I/Part VII
Membership Involvement

RECOMMENDATIONS FOR
INCREASING MEMBERSHIP INVOLVEMENT

1. INVOLVE MEMBERS IN PLANNING AND AGENDA SETTING WHICH AFFECTS RESOURCE ALLOCATIONS

2. FORM, STAFF AND EMPOWER SECTOR COMMITTEES

3. INVOLVE MEMBERS IN POLICY AGENDA BUILDING AND ADVOCACY

4. ADAPT SERVICES TO MEMBER NEEDS AND MAKE MEMBERS SERVICE USERS

Day I/Part VII
Membership Profiles

MEMBERSHIP CHARTS

BREAKOUT BY DUES CATEGORY

DUES CATEGORY	NUMBER
Bz\$2,000	14
\$1,000 - \$1,999	26
\$500 - \$999	14
\$250 - \$499	47
\$125 - \$249	378
BELOW \$124	45
TOTAL	524

BREAKOUT BY REGION AND PAYMENT STATUS

DISTRICT	PAID MEMBERS	DELINQUENT	TOTAL
BELIZE	182	99	281
CAYO	50	16	66
SAN PEDRO	34	20	54
TOLEDO	10	4	14
COROZAL	14	19	33
ORANGE WALK	20	11	31

STAN CREEK	16	12	28
USA	8	7	15
TOTAL	335	189	524

Day I/ Part VII
 Membership Profile Management

MEMBERSHIP PROFILE MANAGEMENT

BREAKOUT BY DUES CATEGORY

DUES CATEGORY	CURRENT	TARGET FOR 1994
Bz \$2,000	14	
\$1,000 - \$1,999	26	
\$500 - \$999	14	
\$250 - \$499	47	
\$125 - \$249	378	
BELOW \$124	45	
TOTAL	524	

BREAKOUT BY REGION

DISTRICT	CURRENT	TARGET
BELIZE	281	
CAYO	66	
SAN PEDRO	54	
TOLEDO	14	
COROZAL	33	
ORANGE WALK	31	
STAN CREEK	28	
USA	15	
TOTAL	524	

ADAPTING THE BCCI SERVICE MENU

1. **ACCORDING TO MISSION, BCCI SERVES MEMBERS' NEEDS AND COUNTRY DEVELOPMENT NEEDS**
2. **FOR SELF-SUFFICIENCY, BCCI MUST BALANCE COST RECOVERY WITH DEVELOPMENT COST**

RECOMMENDATIONS

1. **SURVEY MEMBERS TO DETERMINE NEEDS ANALYZE MEMBERSHIP PROFILE**
2. **ADDRESS BUSINESS DEVELOPMENT MORE SYSTEMATICALLY**
3. **PRICE SERVICES BASED ON COST ANALYSIS AND ABILITY TO PAY**
4. **MARKET SERVICES MORE AGGRESSIVELY**

IMPLICATIONS OF CURRENT PROJECTIONS FOR SERVICE COST RECOVERY

I. PROJECTED INCOME

II. CRITERIA FOR SELECTING SERVICES

III. PRICING SERVICES

IV. COLLABORATING WITH OTHER INSTITUTIONS

V. EXPANSION OF ENDOWMENT

PROJECTED INCOME: PRODUCT MARKETING DIVISION

KEY STRATEGY: INCREASED REVENUE GENERATION

- 1) Improved merchandizing/marketing
- 2) Improved advertising in tourist industry - the primary market
 - * Hotels
 - * Taxi Drivers
 - * Tour Operators
 - * Posters in Key Places

- 3) Use advertising to build name of Chamber
- 4) New Outlets (don't compete with membership)
 - * Airports * Hotels
 - * Cays * Other Cities
- 5) Wholesale exports of arts and crafts
- 6) Look for international donors/institutions to provide technical assistance on design of arts and crafts
- 7) Constantly look to upgrade merchandise

LIMIT ON INCOME FOR BCCI:
NET PROFITS DIVIDED:

25%
Craftsmen

50% revolving fund to build
business

25% BCCI

Day I/Part VIII
Service Menu

PROJECTED INCOME: BEIPU

KEY STRATEGY: INCREASE COST RECOVERY

1. IMPROVE SECTOR INTERACTION THROUGH SECTOR COMMITTEES
2. EXPAND SCOPE OF DIVISION TO SERVE ALL MEMBERS' BUSINESS NEEDS
3. IMPROVE PACKAGING OF SERVICES
4. IMPROVE PRICING - NO SERVICE FOR FREE, BUT SOME WILL BE SUBSIDIZED

5. ENFORCE BILLING AND COLLECTIONS

6. CONTINUE FUND-RAISING FROM DIVERSE DONORS

Day I/Part VIII
Service Menu

PROJECTED INCOME: DBCD

KEY STRATEGY: REVISE FOCUS/MISSION

1. DECREASE EMPHASIS ON CONSULTING AS A MONEY-MAKING STRATEGY

2. FOCUS ON NEW CONFIGURATION FOR INCOME GENERATION

* LOTTERY

* WESTERN UNION

* OFF-SHORE FINANCIAL SERVICES

Define Universe of Services

- * Legal
- * Financial
- * Consulting

II. CRITERIA FOR SELECTING SERVICES

- * CONSISTENT WITH MISSION AND GOALS
- * POTENTIAL FOR GENERATING INCOME
- * COST OF SERVICE
- * IMPACT ON THE SECTOR
- * IMPACT ON GENERATION OF FOREIGN EXCHANGE
- * BENEFIT TO USERS
- * COMPETITION FOR SERVICE
- * IN-HOUSE CAPABILITY

III. PRICING SERVICES

- * MUST KNOW DIRECT AND FULLY-BURDENED COST
- * NEED TO HAVE AN IDEA OF FINANCIAL BENEFIT FOR USER

- * KNOW USERS - LARGE VS. SMALL
- * WHAT CAN USERS AFFORD TO PAY?
- * DON'T BE AFRAID TO CHARGE -- HAVE TO START SOME DAY

Day I/Part VIII
Service Menu

IV. COLLABORATING WITH OTHER INSTITUTIONS

- * DON'T ATTEMPT TO DO EACH ACTIVITY/PROGRAM ALONE OR EXCLUSIVELY
- * LEVERAGE FUNDS BY WORKING WITH OTHER ORGANIZATIONS
- * COMBINE KNOW-HOW AND CAPACITIES
 - KNOWLEDGE OF BELIZE
 - KNOWLEDGE OF SECTOR/PRODUCERS
 - FINANCIAL
 - POLITICAL CONTACTS
- * SHARE REWARDS/CREDIT

V. EXPANSION OF ENDOWMENT

- * DIVERSIFICATION IS IMPORTANT -- LOTTERY MAY NOT ALWAYS BE THERE

- * ANNUAL SURPLUSES SHOULD BE ADDED TO ENDOWMENT

- * LOOK FOR DONORS FOR ENDOWMENT

Day I/Part IX

ORGANIZATIONAL STRUCTURE

Day I/ Part X
Day II/Part I

OUTLINE FOR LONG-RANGE STRATEGIC PLAN

1. INTRODUCTION

BRIEF BACKGROUND & FINANCIAL STATUS
BRIEF DESCRIPTION OF BCCI'S FUTURE
GOALS/OBJECTIVES OF THE STRATEGIC PLAN

2. MISSION AND GOALS OF BCCI
3. MEMBERSHIP PROFILE AND EXPANSION GOALS
4. SERVICES, PROJECTS, ACTIVITIES
5. GOVERNANCE AND ORGANIZATIONAL STRUCTURE
6. MARKETING AND COMMUNICATION
7. FINANCIAL ANALYSIS AND FIVE-YEAR PROJECTIONS

Day I/Part X
Day II/Part II, III & IV

KEY QUESTIONS FOR BCCI STRATEGIC PLANNING PROCESS

WHAT MAJOR CHANGES ARE ENVISIONED FOR BCCI OVER THE NEXT FIVE YEARS?

Size of membership	Size of staff
Shifts in mission	Facility expansion
Scope of Activity	Service menu

WHAT ARE THE MAJOR GOALS FOR BCCI OVER THE NEXT FIVE YEARS?

IS REFINEMENT OF THE MISSION STATEMENT DESIRABLE?

DOES THE ADDITION OF SECTOR COMMITTEES MAKE SENSE AS A METHOD FOR INVOLVING MORE MEMBERS IN BCCI?

IS IT DESIRABLE TO CREATE AN ENTERPRISE DEVELOPMENT CENTER TO ASSIST MEMBERS CURRENTLY NOT USING SERVICES OF BEIPU?

IS A RE-ORGANIZATION OF BCCI DESIRABLE?
IF YES, HOW SHOULD THE ORGANIZATION BE ALTERED TO MEET CURRENT AND FUTURE NEEDS?

FINANCIAL PROJECTIONS

ARE PROJECTED COST RECOVERY RATES FOR EACH DIVISION REALISTIC?

ARE MEMBERSHIP GROWTH PROJECTIONS REALISTIC?

ARE MEMBERSHIP FEES SUFFICIENT? SHOULD THEY INCREASE OVER THE NEXT FIVE YEARS?

ARE INCOME PROJECTIONS FROM ENTREPRENEURIAL ACTIVITY REALISTIC?

DO COST ESTIMATES REFLECT REALISTIC GROWTH IN THE STAFF AND IN COSTS OF OPERATION? INFLATION?

CAN BCCI BUILD UPON ITS ENDOWMENT? WHAT WOULD BE A REALISTIC ANNUAL RATE OF GROWTH?

WILL FACILITY EXPANSION BE NECESSARY IN THE NEXT FIVE YEARS? IF YES, HOW WILL THIS IMPACT FINANCIAL PROJECTIONS?

Day II/Part V
Communication Strategy

RATIONALE FOR COMMUNICATION STRATEGY

- * SELF-SUFFICIENCY CALLS FOR INCREASE IN MEMBERSHIP
- * IMPROVED MARKETING NEEDED TO INCREASE SERVICE USE WHILE INCREASING OR ADDING SERVICE FEES
- * INCREASED MEMBER INVOLVEMENT CALLS FOR IMPROVED COMMUNICATION WITH MEMBERS
- * BCCI IMAGE WILL BE AFFECTED BY THE LOTTERY -- BCCI SHOULD CONTROL THIS PROCESS
- * INCREASED ADVERTISING DOLLARS UNDER BCCI CONTROL

BCCI ALREADY SPENDS TIME AND MONEY ON COMMUNICATION -- A UNIFIED STRATEGY WILL:

CLARIFY OBJECTIVES

CLARIFY MESSAGES

INCREASE ACCOUNTABILITY

INCREASE BENEFITS

Day II/Part V
Communication Strategy

**A COMMUNICATION STRATEGY UNIFIES COMMUNICATION ACTIVITY UNDER A
COORDINATED UMBRELLA BY:**

DEFINING OBJECTIVES

DEFINING TARGET AUDIENCES

DEFINING THEMES AND MESSAGES

**SELECTING THE MOST EFFECTIVE MEANS OF GETTING THE KEY
MESSAGE TO THE TARGET AUDIENCE IN ORDER TO ACHIEVE THE
SPECIFIED OBJECTIVE.**

Day II/Part V
Communication Strategy

A RECOMMENDED COMMUNICATION/MARKETING STRATEGY FOR BCCI

OBJECTIVES:

- 1. TO GENERATE A PUBLIC IMAGE OF BCCI CONSISTENT WITH ITS
GROWTH AND TRANSFORMATION**

2. TO FACILITATE BCCI'S MEMBERSHIP RECRUITMENT CAMPAIGN
3. TO INCREASE MEMBER'S PARTICIPATION IN THE ORGANIZATION
4. TO INCREASE MEMBER'S USE OF SERVICES
5. TO OPEN AND MAINTAIN RELATIONSHIPS WITH OTHER INTERNATIONAL DONORS
6. TO MAXIMIZE THE BENEFITS TO BCCI OF PUBLICITY FOR THE LOTTERY

Day II/Part V
Communication Strategy

TARGET AUDIENCES:

- * BCCI CURRENT MEMBERS
- * BCCI POTENTIAL MEMBERS
- * GENERAL POPULATION OF BELIZE
- * INTERNATIONAL DONORS
- * GOVERNMENT OF BELIZE

Day 1/Part V
Communication Strategy

EXAMPLE:

OBJECTIVE 6. TO MAXIMIZE THE BENEFITS TO BCCI OF PUBLICITY FOR THE LOTTERY

AUDIENCE	DESIRED ATTITUDE	MESSAGE/ACTIVITY
CURRENT MEMBERS	FEEES AND DUES STILL NECESSARY LESPIE LOTTERY	PRESENTATION AND PRINT MATERIALS ON BCCI PLAN & BUDGET. HOW FUNDS WILL BE USED. HOW THEY HAVE INPUT INTO USE. NEED FOR ENDOWMENT.
POTENTIAL MEMBERS	JOINING BCCI GIVES ACCESS TO DECISIONS ON SOME OF THE LOTTERY FUNDS	PACKAGE FOR RECRUITMENT. TALKING POINTS FOR RECRUITERS. ADVANTAGE OF MEMBERSHIP IS INPUT ON AGENDA AND USE OF FUNDS.
GENERAL POPULATION	BCCI IS MANAGING LOTTERY FAIRLY. FUNDS ARE SPENT TO EVERYONE'S ECONOMIC ADVANTAGE. HENCE NO REAL LOSERS.	MEDIA CAMPAIGN WHICH APPEALS TO NATIONAL PRIDE. TALKS ABOUT ECO-TOURISM, ECONOMIC DEVELOPMENT, BUILDING BETTER BUSINESS, TAKING A PLACE IN THE GLOBAL MARKET
INTERN'L DONORS	LOTTERY HELPS BCCI, BUT DEVELOPMENT WORK REQUIRES THEIR ASSISTANCE. THEIR \$ NOT SPENT ON OPERATIONS.	LETTERS AND VISITS. PREPARE MESSAGES WHICH SHOW NEED FOR PROJECT SUPPORT BUT NOT FOR OPERATIONS

<p>GOV. OF BELIZE</p>	<p>BCCI IS BEST MANAGER OF LOTTERY. \$ ARE DEVELOPING THE ECONOMY.</p>	<p>DEVELOP IMPROVED PLANNING, ACCOUNTING AND REPORTING FOR USE OF DOLLARS AND CONVEY THIS VIA WELL-DONE ANNUAL REPORT THAT REINFORCES KEY MESSAGES.</p>
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Note: A communication strategy can also provide cost effective use of resources.

For example,

The annual report can carry messages which will be useful with all the audiences - recruiting new members, communicating accomplishments to the existing membership, showing potential donors and the government of Belize BCCI's work and financial picture.

Film footage used to make lottery commercials can also be used in promotion of tourism, investment and exports. This means dollars spent on advertising also provide products which are part of business promotion, hence even part of the 3% advertising budget is benefiting the economy. It also means that better quality footage can be shot which will improve commercials and tourism/export/investment promotion materials.

business and ecology, the narration (or verbal content) can promote both the lottery and BCCI.

APPENDIX B

3. Raw Data From Group Discussions

RESPONSES TO FOCUS GROUP QUESTIONS

- I. What should be the Chamber's image three years from now? How do you want the people of Belize to perceive the Chamber?
- Seen as responsible leadership organization
 - All businesses look to it for guidance
 - Less self-interest
 - More social programs
 - More community outreach
 - More services to members
 - Government must see Chamber as essential, as voice of private sector
 - Multi-ethnic and international in membership
 - Bigger, more powerful
 - Not elitist
 - Viewed as the leader in generating economic growth for Belize
 - Leader in policy reform for economic development
 - Seen as caring for less fortunate
 - Anti-drugs
 - Greater emphasis on youth and education
 - Viewed as partners with government and with policy ministers; less duplication with government
 - More definition of structure
 - Problem solvers
 - More publicity, stronger media presence
 - Viewed as action oriented -- really makes things happen
 - Good corporate citizen

Note: These items can be incorporated into the communication plan when developing themes and slogans for materials and campaigns.

- I. What impact do you think the lottery will have on the Chamber's image?
- Problems already coming up
 - Not enough communication about Chamber role and use of funds
 - Need to concentrate attention on benefits
 - Churches running campaign against the Chamber
 - Could taint professional image
 - Could make people see us as rich
 - Could create jealousy
 - Need to keep government informed
 - Need financial accounting
 - Need advertising/promotion

- III. How would you describe the member's current level of involvement and participation? Do you think members need more involvement in planning BCCI's agenda?
- It is poor. there is lethargy, indifference
 - Promotion & recruitment is okay -- but the follow-up to get members involved is weak.
 - Need more general meetings, not just annually.
 - District chapters should meet more often.
 - There is lack of communication and need for different types of communication
 - Need to have more internal policy discussions to stimulate competitive ideas, including during elections of chamber board and officers.
 - Chamber suffers from stigma of 1950s and 60s, we need to communicate how we've changed.

- IV. Do you think sector and subsector committees would attract more member involvement?
- Yes, people like to specialize
 - Current committees never meet, but they are important
 - They would get more done
 - Must pick committees well in order to get participation
 - Staff is too limited (small) to deal with committees
 - Exporters Assembly good idea
 - Identify key people in each sector to give leadership to the committees
 - Members at committee meetings want more focus and organization
 - Must be action-oriented, must deliver concrete results
 - Too many committees bog down the work
 - Decision by committee must be tried in order to draw in more members into decisions
 - Sector committees will mean members have common interests and problems
 - BCCI staff must follow-up on committee input and requests

Do you think the members know about and take full advantage of BCCI's services?

- Definitely not
- Members are lethargic

- They don't see the Chamber as there to serve them personally. The Chamber deals with issues of national breadth.
- Large businesses don't need Chamber services
- Need materials which tell members what is available and to get it
- Telephone & fax access needs to be improved
- BCCI doesn't offer enough services
- Not comfortable to go into the office, things are too crowded & congested
- Staff is always too busy to help
- Need more staff members and space
- People calling in get the run around
- District chapters have no information or access
- Must revise materials on services
- People don't read the materials they are sent
- Bad attitude towards small businesses
- More/better communication needed
- Everybody asks for the general manager, more staff need to be accessible to members

VI. Does the Chamber's current service menu meet the membership's needs? What other services, if any, do you think should be added?

- Members don't know what the BCCI does
- Change service menu to reflect new membership needs
- Set up a credit bureau
- Need to decentralize
- Set up a medical plan
- Need incubator for small business
- No services for small businesses
- Board doesn't even know what the service menu is
- Need survey of membership
- Need to improve reporting of results of services and activities

VII. Should the Chamber get more involved in assistance to small businesses?

- Yes, but make sure not to overlap with other NGOs and the gov't.
- Need to identify what they need and how to coordinate with other groups that serve small business.
- Use lotto dollars to provide (or attract other donors to provide) some capital to small businesses - seed capital. Loans not giveaways
- Key issue is need for seed capital and credit

- Also need technical assistance, training and seminars
- Documentation and accountability assistance
- Help formal set-up of businesses
- Get them help to set up records
- Teach them to find other ways to grow/expand and what resources are valuable
- Teach them how to cut red tape with gov't bureaucracy
- Take care with how the lottery is run with regard to helping agents grow their businesses
- Provide answers to questions on government regulations and laws
- Teach management skills
- Chamber needs to go to them and find out what they need
- Do a survey
- Act as a liaison between small business and government to help businesses obtain concessions
- Help them to form co-ops
- Use 2-way system to get them to invest in "development bank" to lend \$ and encourage them to deal with each other
- Promote small business products
- Help them to improve the quality of their products
- A majority of members are small businesses
- BCCI needs to identify which sectors they will work in by evaluating costs/benefits involved.
- Must address Belize mentality to help small business make better decisions
- Need committees to address problems of small business
- Chamber has lost ability to communicate with individual members

- Need a tracking system to make sure chamber responds to member's requests

VIII. Are there new ways that the Chamber could provide leadership to the development of Belize?

- Promote more pooled resources share-holder, shared-risk ventures
- Invite Belizeans abroad to invest here
- Encourage capital to reinvest here rather than abroad
- Financial services
 - export credit facility
 - identify more sources
 - serve as guarantor - "soft" repayment terms
 - set up a credit union (fill a niche not filled by BCCI members banks, i.e. small, poorly secured business loans such as Business Development Credit Union)
- work for lower airfares to Belize, check into charters, build more airstrips
- More social programs
 - San Pedro Crime Committee
 - sports
 - Health Care (rural areas)
 - small farmer technical assistance
- More marketing technical assistance
- Promote image (with members and gov't)
- Set up district offices
- Business training programs
- Stop duplication of services - mostly with gov't
- Find and promote environmentally friendly ways to use natural resources
- Promote C.A. CariCom bonding

STRENGTHS AND WEAKNESSES OF BCCI

The following lists of organizational strengths and weaknesses were developed by the long-range planning committee of the BCCI as part of a workshop conducted by the PROEXAG Institutional Self-Sufficiency team. The purpose of the workshop was to build consensus within the planning team about key organizational changes to be made over the next five years in BCCI. The planning team was comprised of the BCCI Board of Directors and senior managers.

STRENGTHS OF BCCI

Vision and Objections

- * National in Scope
- * Long Range Thinking/Planning
- * Socially Responsible
- * Environmentally Responsible
- * Quick to recognize problems & respond
- * "In touch" with country's development needs
- * Aggressive - pro-active

Leadership

- * Problem solvers
- * Good in export development
- * Well connected
- * NTAE
- * Involves most of private sector
- * Created positive image
- * Vanguard of private sector
- * International representative
- * Dignified image
- * Good at building linkages

Government

- * Good relationship - partnership
- * Respected
- * Champion and good representative of the private sector
- * Effective lobbyist
- * Not seen as political

Services

- * Improving seminars
- * Good newsletter - informative
- * Can assist in business development
- * Handicraft support

Resource Use

- * creative resource generation (lotto & Western Union)
- * good efficiency -- does much with few resources
- * Ability to access foreign technical assistance

Staff

- * "Zeal" of management team
- * Sensitive to member needs
- * Excellent executive council and staff
- * Dedicated

WEAKNESSES

Member Relations

- * District chapters don't get enough attention.
- * Need to improve membership retention
- * Need to increase membership
- * Non-involvement of membership
- * Need more meetings with the general assembly
- * Members need to be more involved

Image/Communications

- * More communication to public
- * More outreach needed
- * Problem with churches and the lottery
- * Communications with members is weak
- * Poor communication of services
- * Members need more information on Chamber's role and activities

Resource Use

- * Need to achieve sustainability
- * Inadequate control over finances
- * Better budgeting and reporting process

Services

- * Inability to provide trade information in timely way
- * Need to create access to money markets for members
- * Too general -- no special programs for industry

Staff

- * Takes complaints only from collective groupings
- * Too many irons in the fire
- * Staff is too busy
- * Not welcome feeling when you enter the offices

Vision/Objectives

- * Need to work more with NGOs
- * Need to work closer with small business
- * Non-profit status
- * More social development projects
- * Need to speak out more on national business issues
- * Caters to big business

Structure

- * Top heavy (too many chiefs)
- * Committees are ineffective

Leadership

- * Insufficient planning - Chamber just reacts

Facilities

- * Offices needed in the Districts
- * Need to fix up the offices

APPENDIX C
SAMPLE MEMBERSHIP SURVEY

OUTLINE OF SURVEY QUESTIONNAIRE

I. ABOUT YOUR COMPANY

1. Name of Company _____
2. Address _____
3. Telephone _____ Fax _____
4. Name of Interviewee _____
5. Position/Title in Company _____
Since: _____
6. When was the company founded? _____
7. Ownership:
National ()
National/Foreign Co-Venture ()
Wholly Owned Subsidiary of Foreign Company ()
8. Sector: (modify for BCCI)
Manufacturing
Agriculture
Apparel/Textile
Furniture and Forest Products
Handicrafts/Artisan
Hydrobiological
Export Support Services (freight forwarders, bankers, etc.)
Export Inputs (raw materials or component suppliers)
9. BCCI defines a small company as having up to (fill in) in annual sales; medium (fill in); and large (fill in). Using these guidelines, would you describe your company as:
Small
Medium
Large

10. Employees

NUMBER OF EMPLOYEES	NOW	FIVE YEARS AGO
FULLTIME YEAR-ROUND		
PART-TIME YEAR ROUND		
SEASONAL/TEMPORARY		

II. FOR THOSE MEMBERS WHO EXPORT

11. Does your company export now?

yes
 no

12. Principal Products/Services

A. (%) _____
 B. (%) _____
 C. (%) _____

13. When did your company begin to export (year)? _____

14. Principal Export Markets (% of total sales)

MARKETS	WHEN YOU STARTED	NOW	FIVE YEARS FROM NOW
Central America			
Caribbean Basin			
Europe			
Mexico/South America			
USA/Canada			
Asia			

III. YOUR PERCEPTIONS OF THE ORGANIZATION

15. Can you recall what particular circumstance caused you to join the organization?

16. Are your views of the organization shaped mostly by:

- discussions with the organization's executives or staff
- attendance at meetings
- participation in special events (for example, trade fairs)
- assistance provided specifically to your company
- articles in newspapers or on radio or TV
- other (specify)

17. How would you describe the organization in terms of the following:

			NEITHER			
EFFICIENT						INEFFICIENT
EASY TO ACCESS						HARD TO ACCESS
HIGH QUALITY						LOW QUALITY
COSTLY						INEXPENSIVE
LARGE						SMALL

18. Have you ever recommended that a friend or colleague should join the organization?

IV. THE CHAMBER'S RESPONSIVENESS/TRANSPARENCY

19. How responsive is the organization to your individual needs?

- Always responsive
- Sometimes responsive
- Not responsive

20. How responsive is the organization to the needs of your industry or sector?

- Always responsive
- Sometimes responsive
- Not responsive

21. If you were interested in becoming a member of the Board of Directors, could you do so?

V. YOUR PARTICIPATION IN THE CHAMBER

22. Do you attend meetings?

23. If yes, what kinds of meetings do you attend?

- Annual membership meetings
- Courses and Seminars
- General Membership Meetings

24. If no, what are your reasons:

- Too busy
- Meetings are not relevant to my needs
- My participation is not necessary
- My problems and ideas are not taken seriously

25. Do you make your ideas/needs/problems known to the organization by:

- Speaking at meetings
- Writing to executives
- Telephoning executives
- Other ways (specify)

26. Have your comments had an impact on the organization's programs?

- Major impact
- Some impact
- No impact
- Comments ignored or no response.

VIII. COMMUNICATIONS FROM THE ORGANIZATION

27. How does the organization communicate with you?

Announcing meetings, special events, courses,
seminars_____

Sending you publications _____

Sending you workplans_____

Sending you letters_____

Sending you bulletins_____

Calling you on the phone_____

Asking about your opinions/needs/problems/ideas_____

Other_____

28. Where in the organization has this information come from?

___ The Board

___ The General Manager

___ A Staff Member

___ ADD AS NECESSARY FOR BCCI

29. How often does the organization communicate with you?

___ 3-4 times a year

___ once a year

___ never

30. Do You Find These Communications Helpful?

___ Always

___ Sometimes

___ Never

31. When was the last time you had a business contact with the Chamber?

___ Less than a month ago

___ 30-90 days ago

___ More than 90 days ago

VI. SERVICES AND SERVICE USE

32. Do you feel the services offered by the organization address your needs and reflect the problems and opportunities in your export sector?

- Totally
- To some extent
- Not at all

33. Which of the following services have you used in the past few years, and how often have you used them?

SERVICES (to be modified for BCCI)	ONCE	MORE THAN ONCE
Overseas Trade Fairs		
Domestic Trade Fairs		
Overseas Export Missions		
Meeting Buyers		
Obtaining Information About Overseas Markets		
Obtaining Information About Potential Export Products		
Obtaining Information About Overseas Buyers		
Taking Courses or Attending Seminars		
Receiving Technical Assistance in your Company		
Obtaining Information About New Technologies or Product Research		
Obtaining Information About Laws and Regulations Affecting Exports		
Identifying Foreign Partners		
Identifying Foreign or Local Suppliers for Export		
Other (specify)		

34. Does your company belong to any other organizations which offer similar services?

- yes
- no

35. Which organizations?

36. Which services?

37. How effective are these services compared to those of the Chamber?

- Always more effective
- Frequently more effective
- Sometimes more effective

38. Are there any costs associated with your membership or participation in other organizations?

- yes
- no

39. How do these compare with those of the organization?

- Usually higher
- Usually lower
- Sometimes higher, sometimes lower

40. If you have not used the organization's services, could you please explain why?

VII. SERVICE IMPACT AND VALUE

41. Which operations in your company have benefitted most from the use of the organization's services?

OPERATIONS	NO IMPACT	HELPFUL	VERY IMPORTANT	CRITICAL
Production				
Overseas Sales				
Central American Sales				
Pricing				
Packaging				

Quality Control				
Accounting/Cost Control				
Marketing Strategy				
General Management				
Personnel Management				
Administration				

No Impact = Not Needed

Helpful= Useful, but we would have gone ahead anyway.

Very Important = Helped Us Make a Better Decision

Critical = Could Not Have Gone Ahead Without This Service.

42. Has your company learned anything about exporting from your membership in the organization that has helped your domestic business? How?
43. What should be done to make the organization more useful to you and your company?
44. Would you be willing to consider paying more for the services that have helped your company most?

yes

no

don't know

IX. YOUR COMPANY'S FUTURE NEEDS

45. On a scale of 1 to 5 (with 1 being most important) what are some of the major issues your business will face in the future?

ISSUES AND PROBLEMS	RANK
<u>Production</u> Raw Materials Training Personnel Quality Control New Technology	

<u>Marketing and Sales</u> Developing Strategies Obtaining Information About Overseas Markets Obtaining Information About New Product Opportunities Locating Agents and Distributors Meeting Overseas Buyers and Importers Packaging/Package Design New Government Regulations	
<u>Management and Administration</u> Accounting Pricing Cost Control Increasing Salaries and Fringe Benefits Packing/Shipping/Transport Increased paperwork Management Skills Customs Export Documentation	
<u>Finance</u> Access to Credit Interest Rates Preparing Loan Applications	

46. If you had to choose two existing or new services the organization should provide in the future, which two would you choose?
- 1.
 - 2.
47. Would you be prepared to pay more for these services?
- yes
 no
 don't know
48. Are there any services you think the organization should not provide? Explain.

INTERVIEWED BY:
 PLACE:
 DATE:

FOR FORMER MEMBERS ONLY

1. When did you discontinue your membership?
2. How long had you been a member?
3. While you were a member, did you participate actively in the organization, i.e. attend meetings, read materials you received, etc?
4. Why did you discontinue your membership in the organization?
 - Membership was too costly
 - Services were not relevant to my business
 - Services were not delivered efficiently
 - Services provided by other organizations were more helpful
 - Other (specify)

FOR PROSPECTIVE MEMBERS

1. Why are you not a member of the organization?
 - Belong to another organization(s) that provides similar services
 - Too costly
 - Services not relevant to my business
 - Not asked to become a member
 - Other (specify)
2. If you belong to other organizations providing similar services, which organizations are they?
3. Why are these other organizations more effective for you?
 - More services
 - Services more relevant to my business
 - Membership less expensive
 - More friends and colleagues belong
 - Services delivered more effectively
 - More responsive to my needs