Diagnosis and digital priorities of rural tourism experiences in Grenada

Ms. Tornia Charles
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ABBREVIATIONS

The following list of abbreviations and their meanings have been compiled for further clarity on the abbreviations used throughout this document.

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<th>Meanings</th>
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<tbody>
<tr>
<td>BE</td>
<td>Belmont Estate</td>
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<tr>
<td>CARDI</td>
<td>Caribbean Agricultural Research and Development Institute</td>
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<tr>
<td>CARICOM</td>
<td>Caribbean Community</td>
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<tr>
<td>CHTA</td>
<td>Caribbean Hotel and Tourism Association</td>
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<tr>
<td>CPA</td>
<td>Caribbean Poultry Association</td>
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<tr>
<td>CTO</td>
<td>Caribbean Tourism Organization</td>
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<tr>
<td>DAM</td>
<td>Digital Asset Management System</td>
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<td>DIGICEL</td>
<td>Digicel (Local Broadband Provider)</td>
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<td>EU</td>
<td>European Union</td>
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<td>FAO</td>
<td>Food and Agricultural Organization</td>
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<tr>
<td>FLOW</td>
<td>FLOW (Local Broadband Provider)</td>
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<td>GWU</td>
<td>George Washington University</td>
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<td>GAA</td>
<td>Grenada Airports Authority</td>
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<td>GCA</td>
<td>Grenada Cocoa Association</td>
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<tr>
<td>GCB</td>
<td>Grenada Co-operative Bank</td>
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<tr>
<td>GCNA</td>
<td>Grenada Co-operative Nutmeg Association</td>
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<tr>
<td>GDB</td>
<td>Grenada Development Bank</td>
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<tr>
<td>GDBS</td>
<td>Grenada Bureau of Standards</td>
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<tr>
<td>GEF</td>
<td>Global Environment Facility</td>
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<td>GOG</td>
<td>Government of Grenada</td>
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<tr>
<td>GFNC</td>
<td>Grenada Food and Nutrition Council</td>
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<tr>
<td>GFFF</td>
<td>Gouyave Fish Friday Festival</td>
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<tr>
<td>GFNC</td>
<td>Grenada Food and Nutrition Council</td>
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<tr>
<td>GHTA</td>
<td>Grenada Hotel and Tourism Association</td>
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<tr>
<td>GIC</td>
<td>Gouyave Improvement Committee</td>
</tr>
<tr>
<td>GIF</td>
<td>Global Innovation Fund</td>
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<tr>
<td>GNTA</td>
<td>Grenada National Training Agency</td>
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<tr>
<td>Green Dot</td>
<td>Green Dot (Local Broadband Provider)</td>
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<td>GRENCODA</td>
<td>Grenada Community Development Agency</td>
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<tr>
<td>GRENLEC</td>
<td>Grenada Electricity Services</td>
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<tr>
<td>GSC</td>
<td>Gouyave Sailing Committee</td>
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<tr>
<td>GTA</td>
<td>Grenada Tourism Authority</td>
</tr>
<tr>
<td>ICT</td>
<td>Ministry of National Security, Public Administration, Home Affairs, Information and Communications Technology</td>
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<tr>
<td>IICA</td>
<td>Inter-American Institute for Cooperation on Agriculture</td>
</tr>
<tr>
<td>OECS</td>
<td>Organization of Eastern Caribbean States</td>
</tr>
<tr>
<td>RGPF</td>
<td>Royal Grenada Police Force</td>
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<tr>
<td>MAYAG</td>
<td>Marine and Yachting Association of Grenada</td>
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<tr>
<td>MOA</td>
<td>Ministry of Agriculture and Lands</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>MCR</td>
<td>Ministry of Climate Resilience, The Environment, Forestry, Fisheries and Disaster Management</td>
</tr>
<tr>
<td>MLA</td>
<td>Ministry of Legal Affairs</td>
</tr>
<tr>
<td>MNIB</td>
<td>Marketing and National Importing Board</td>
</tr>
<tr>
<td>MOH</td>
<td>Ministry of Health, Social Security and International Business</td>
</tr>
<tr>
<td>MOI</td>
<td>Ministry of Infrastructure Development, Public Utilities, Energy, Transport, and Implementation</td>
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<tr>
<td>MOT</td>
<td>Ministry of Tourism and Civil Aviation</td>
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<tr>
<td>MSA</td>
<td>Minor Spices Association</td>
</tr>
<tr>
<td>MSD</td>
<td>Ministry of Social Development, Housing and Community Development</td>
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<tr>
<td>NTA</td>
<td>National Taxi Association</td>
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<tr>
<td>NSTDP</td>
<td>National Sustainable Tourism Development Plan</td>
</tr>
<tr>
<td>OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td>SADO</td>
<td>St. Andrews Development Organization</td>
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<tr>
<td>SGU</td>
<td>St. George’s University</td>
</tr>
<tr>
<td>SIDS</td>
<td>Small Island Developing States</td>
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<tr>
<td>SIFA</td>
<td>St. John’s Fishermen Association</td>
</tr>
<tr>
<td>TAMCC</td>
<td>T. A. Marryshow Community College</td>
</tr>
<tr>
<td>TVET</td>
<td>Technical and Vocational Education Training</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
<tr>
<td>WTO</td>
<td>World Tourism Organization</td>
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<tr>
<td>WTTC</td>
<td>World Travel and Tourism Council</td>
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INTRODUCTION

The onset of the COVID-19 pandemic now presents additional challenges for any initiatives geared at the elimination of poverty and hunger. Threatened are supply chain structures, food systems, levels of efficiency and productivity, as well as any linkages already formed. Because of this, the FAO was forced to find innovative ways to fulfill its mandate of eliminating poverty and hunger.

It is in this regard that the organization has officially launched what is coined the ‘1000 Digital Villages’ initiative with the aim allowing 1000 villages within the Caribbean and Latin America through its mandate, to utilize digital strategies to promote sites with agro-tourism potential. Because of this shift, building new capacities has become essential. In that regard, three areas of focus were identified for strengthening:

1. Literacy and digital skills training
2. Digital strategies for the promotion, sale, and management of products and services based on digital innovations
3. Creating new linkages with the private (tourism agencies and digital operators) and public sector

The first phase of the project has already begun with the identification of 15 countries for participation of which, those countries have responded to the open call and presented their chosen experiences.

Specific to the tri-island state which comprises of Grenada, Carriacou, and Petite Martinique, this report serves to document the rapid assessments conducted on each of the identified experiences, with the aim of outlining the possible priority areas for each, while placing emphasis on capacities that need to be improved. Also documented is the identification of areas that necessary for development to be extended for the use of digital tools in the respective communities and by extension the tourism industry.
METHODOLOGY

As outlined in the introduction of this report, the FAO’s intention is to adequately assess the identified experiences and build new capacities in the areas of digital literacy, strategies for digital promotion, and the creation of new linkages with key players in both the private and public sector.

To achieve the objectives of this FAO study, outreach became critical, and two approaches were taken to collect the relevant information used to develop this document including data collection and observation. Analysis was the final step towards validation and report writing as outlined in the upcoming figure. Once complete, the information was discussed and presented in this format. The reasons for the selection of the three methods have been described below, as well as the limitations and benefits experienced with each.

1. Data Collection
Data was gathered through the sourcing and reviewing of secondary data as well as conducting various interviews with relevant stakeholders. Some limitations experienced while gathering data include some outdated information, conflicting schedules for interviews, or discovering data was conducted for another purpose and in some cases became biased or irrelevant. One key issue experienced while gathering data was the inconsistencies among government entities. For instance, while one member of the GTA indicated that two recently completed reports should be sought from the MOT as it will aid in and change the result of this report, the MOT confirmed that the study of both as well as its execution has been placed on hold. On the positive side, the secondary data gathered has aided in the reduction of time spent gathering information.

Any data included within this report was found based on the researcher’s own knowledge through experience in the agricultural and tourism industries, as well as through questions posed to various stakeholders and key players, which led to responses on where to find further information on the topics. Examples of data sources used during the analysis include relevant websites, other reports published, case studies, statistics, and more.

2. Observation
The researcher visited each experience for the purpose of their own observation except for the Gouyave Fish Friday Festival. This experience has been placed on hold indefinitely as directed by the Government of Grenada due to COVID-19 concerns.

The limitations experienced with this type of research is that it was time consuming and became challenging to coordinate during a period where the COVID-19 pandemic was so prevalent. Some key issues include the researcher being forced to make repeated visits to sites with the aim of observing and getting a ‘first-hand’ experience, due to the limited number of staff present. Additionally, the protocols established regarding the number of persons allowed on site at a given period further delayed the process. Additionally, the ‘bubble tour’ concept put in place by the MOT and GTA, which restricts the cruise visitors to local attractions where only fully vaccinated
personnel operated contributed as well. Attempts were made to have a dedicated tour specifically for the researcher but unfortunately, not enough persons were fully vaccinated to facilitate the researcher as well as the other visitors. It is important to note that this study was conducted during the peak periods of the cruise ship season, and therefore attractions were consistently busy.

The benefits experienced from conducting this type of research is that it was reliable, relevant to the topic, and timely. An example of this, is an interview held with the Accountant at the Grenada Cocoa Association with the aim of obtaining an accurate representation of how data on visitor arrivals to the Diamond Chocolate Factory is gathered. It is important to note that based on observations, details gathered from some interviews were confirmed while some conflicted at times specifically with reference to operational processes.

3. Data Analysis
   Once steps one and two were completed, the researcher was better equipped to further analyze the data for the purpose of further discussion and presentation of this document.

To effectively achieve the methodologies described above, a work plan was enforced as outlined in the following image.

![Step by Step Workplan](image-url)
During the review stage, the researcher attended a series of meetings with the key members of the FAO based in Barbados and Chile who provided relevant details to ensure there is a clear understanding as well as an agreement as to the way forward. At this stage, consultancy agreements were signed, and mandatory UN courses were completed as required.

In stage two, the researcher drafted a plan as to the key actors that should be approached for interviews, identified sites to be visited, drafted, and edited questions to be used during the interviews and consulted with key members of the team.

Following this stage was the outreach to various key actors relevant to the assessment. This included face to face meetings, virtual interviews, site visits and email communications. Not all proved successful. However, this will be explained further throughout the report.

At the ‘Validation’ stage, results of the various interviews were analyzed by cross referencing with initial suggestions and recommendations, as well as the researcher’s own knowledge from previous experiences. The final stage is the compilation of this report that will serve as the document to take this digitalization process forwards.
COMMUNITY TOURISM DEFINED

Before diving further into this document, it is important to understand the concept of community tourism.

According to the Jamaica Tourism Manual, “Community tourism is both an integrated approach and collaborative tool for the socio-economic empowerment of communities through the assessment, development and marketing of natural and cultural community resources, which seek to add value to the experiences of local and foreign visitors and simultaneously improve the quality of life of communities” (Pantin, D. and Francis, J. 2004).

Another definition by the CTO is “A collaborative approach to tourism in which community members exercise control through active participation in appraisal, development, management and/or ownership (whole or in part) of enterprises that delivers net socio-economic benefits to community members, conserves natural and cultural resources and adds value to the experiences of local and foreign visitors. This encompasses both tourism activities in a community and goods and services supplied to the tourism industry by one or more community members” (CTO, n.d.).

Based on the definitions outlined above, a large section of experiences in Grenada are classified under the community tourism bracket, although many are small scale operations located in rural communities.
NATIONAL CONTEXT

This section of the report will assess the relevant factors pertaining to the digitalization process in Grenada and more specifically the tourism and agricultural sectors.

Grenada is a tri-island state located in the Southern Caribbean. The state is comprised of three islands namely Grenada, its sister isle Carriacou which measures 12 sq miles and is home to approximately 8,000 inhabitants, as well as the smallest of the three: Petite Martinique. PM as it is affectionately known measures 586 acres with a population of approximately 800 persons (Grenada National Trust, 2021). Figures 2.0 and 3.0 below provide a visual representation of both islands of Carriacou and Petite Martinique respectively.

Figure 2.0 Map of Carriacou
According to data published in January of 2021 by Data Reportal\(^1\) (2021), \(^2\)Grenada’s population stood at 112.8 thousand persons reflecting an increase of 506 persons. This increase in persons represents a 0.5% increase in the population as compared to the previous year. \(^3\)55,948.8 persons (49.6%) of the population are female and 56,852 persons (50.4%) are male. Although the ratio of males to females residing in urban and rural areas are unknown, statistics show that 63.4% of Grenada’s population resides in rural areas while 36.6% inhabit urban areas. The median age among Grenada’s population is 32 reflecting a youthful populace.

**Connectivity and the Use of Digital Tools**

Grenada recorded a 0.5% (299 persons) increase in the number of internet users in January of 2021, (Kemp, S. 2021) which results in the total number of internet users being 66,600 persons. Internet penetration, however, was recorded at 59.1% for the same period.

Due to many persons owning more than one mobile device, mobile connectivity figures stood at 131.6 thousand, exceeding the total population of the island. Additionally, this figure represented at 1.6% increase (2106 persons) during the one-year period – January 2020 to January 2021. In terms of social media usage, 75 thousand was the recorded number of social media users. It is important to note that this figure does not represent unique social media users as some persons create multiple profiles online.

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\(^1\) Data Reportal relies on third party data collected and published by a selection of trusted international organizations including Statista, GSMA Intelligence and others.

\(^2\) The word Grenada in the National Context section represents the entire state of Grenada unless otherwise stated.

\(^3\) Currently, the United Nations records only male and female as human genders.
Digital Service Providers

It is important to note that there are currently three internet service providers in the state of Grenada. These are Digicel, FLOW, and Green Dot, with Green Dot being the less established among the three.

Established in 15 Caribbean countries, FLOW is a full-service communication and entertainment company providing television, broadband internet, landlines and mobile services to both residential and commercial entities. (C&W Brand Page, n.d.) The FLOW brand is part of the Cable and Wireless Group of Companies and is the largest internet provider in Grenada (FLOW About Us, n.d).

Between the Caribbean and Central America, Digicel has been present in at least 32 markets for the past 20 years. With reference to Grenada, Digicel’s operations commenced in October of 2003 (Digicel Communications, n.d.) Currently, the service provider is more popular for its mobile services than its internet service.

Green Dot Ltd is a communications service provider offering wireless services in Grenada (Green Dot Facebook, n.d.). It is popularly known amongst the community for devices enabling wireless services in vehicles.

Digitalization Advancements in Grenada

With reference to advancements made, it is important to note that the Caribbean Sustainable Tourism Policy and Development Framework listed Grenada as the region’s best practice for its advancements towards digitization of tourism experiences. This was awarded due to the Grenada Hotel and Tourism Association’s development of their Pure Grenada app which was launched in May of 2017.

According to the Caribbean Sustainable Tourism Policy and Development Framework, the app is a one-stop shop showcasing events and locations in Grenada along with digital images and information on restaurants, accommodation, points of interest and more. The app allows users to submit their reviews and ratings of experiences and is accessible without a data connection (n.d). Presently, it is important to note that the App is no longer available on the Google Play store or Apple Store for download. The associated website is also unavailable.

Also notable is the Simple Stays project led by the Grenada Tourism Authority. According to recent interview with GTA Research Officer, Samantha Thomas-Clyne, “Simple Stays is a small hotels project which was completed after an assessment was done of all the small hotels in Grenada. Training was done to build capacity and a marketing and promotions tool was developed now known as Simple Stays.”

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4 Simple Stays can be accessed using the following link [https://simplestays.puregrenada.com/simple-stays/](https://simplestays.puregrenada.com/simple-stays/)
Challenges for Adaptation

Through observation and based on the feedback from the interviews conducted, it was realized that experiences faced a few challenges which impacted the speed at which the digitalization process is adopted.

1. Dependency on Cash Based System
According to each interviewee, one of the major issues which affect the digitalization process within the agro-tourism industry is the dependency on the cash-based system. Most of the experiences are not equipped with the necessary tools and equipment to facilitate any payments outside of cash. Very few small agro-tourism businesses and experiences have the structures in place to facilitate this, due to the lengthy processes of obtaining card machines and high maintenance cost. The ability to accept multiple forms of payment, especially digitally has become imperative to the advancement of the promotion, as well as operations of any businesses in both the agricultural and tourism sectors.

Most of the experiences with the structure to accept non-cash payments are mostly focused in urban areas and privately owned. The drivers of these non-cash payment systems are demands by the visitors as well as the desire to be more competitive than other providers as indicated by some interviewees. Some experience providers have disclosed that they are not familiar with some technologies and so have opted to maintain the acceptance of traditional cash payment methods.

This issue also posed a problem after the peak of the post COVID-19 pandemic in Grenada. Although focused on the accommodation sector, it was recognized that the lack of contactless solutions is one of the major challenges facing the tourism industry (GWU, Supporting Grenada Tourism During COVID-19)

2. Lack of Proper Infrastructure
According to Committee Member of the GFFF, Ms. Reece Sam, the lack of certain types of infrastructure required to facilitate the implementation of digital systems is currently lacking. This includes the lack of electricity services for the event to support a point-of-sale system. Regarding digitalization specifically, some attractions do not have the type of connectivity necessary to enable digital promotions while on site.

3. Lack of Digital Literacy
A large percentage of the persons involved in the agricultural sector belong to the older population. As indicated by Mr. Andrew Hastick, Manager of the Grenada Cocoa Association, “providing training for persons who are under the age of 35 to enable them to use digital tools to promote the attractions isn’t very feasible in our region due to the number of ageable persons in the agricultural sector.” This digital illiteracy significantly contributes to the amount and type of promotions that can be done for the experiences due to the number of older persons involved.
Map of Actors and Regulatory Framework

With reference to regulatory frameworks in the agri-tourism sector in Grenada, it is important to note that key actors for the tourism industry are the Ministry of Tourism within the Government of Grenada, the Grenada Tourism Authority and to a lesser extent the Grenada Hotel and Tourism Association. All three have done some work in the sector with the main aim of strengthening the linkages between the agriculture and tourism sectors, with the overall goal of generating revenues and enhancing lives. For the digitalization of any industry, the Ministry of ICT is brought to the forefront. The Ministry of Agriculture is also important to the agriculture sector.

The main goal of the GTA is to develop all aspects of the tourist industry of Grenada and to promote its efficiency while the MOT’s goal is to set policies to guide the GTA and the rest of the tourism industry. The non-profit, non-governmental GHTA has a mandate to be the voice of the private sector in the industry (GHTA, n.d.). It is important to note that for some projects, there is collaboration between all entities and most notably the rebranding of the destination from ‘The Spice of the Caribbean’ to ‘Pure Grenada – The Spice of the Caribbean.’

On the other hand, the Ministry of Agriculture mission is ‘to facilitate National Food Security and the increase in economic returns from the Agricultural sector through the promotion of sustainable use of natural resources and the provision of quality services and products.’ (Government of Grenada’s Ministry of Agriculture, n.d.). Other statutory bodies that work closely with the Ministry of Agriculture, Lands and Forestry are the Grenada Cocoa Association, the Grenada Cooperative Nutmeg Association, The Grenada Food and Nutrition Council and Minor Spices Association. Additionally, the MOA frequently collaborates with both regional and international organizations including the FAO, GEF, CARDI, OECS, EU, CARICOM, and IICA.

Grenada’s Efforts Towards Digitalization

In relation to progress made towards the digitalization of the agri-tourism sector, the Government of Grenada in June of 2002 saw the Prime Minister’s Office revise the ‘Information and Communication Technology Strategy and Action Plan’ for the country. The four-year plan laid out objectives to be achieved within the next decade. The following objectives within the document were highlighted, to outline the areas that are proposed to have an impact on the digitalization of the agri-tourism sector.

1. Raise and develop awareness, build vision and generate enthusiasm about the advantageous use of ICT in everyday social and economic life
2. Promote and build connectivity and the necessary infrastructure for access to information and development
3. Create new livelihood and employment opportunities
4. Build a public service that allows and encourages electronic access to public information, and facilitates low-cost electronic transactions with the civil society
5. Empower communities and disadvantaged groups, reinforce participatory approaches and good governance and foster networking

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5 Regulatory frameworks listed include regulations that speak to both the tourism and agricultural sectors.
In addition to the ‘Information and Communication Technology Strategy and Action Plan,’ 2019 saw the completion of the ‘National Sustainable Development Plan 2020 – 2035.’ Published by the National Plan Secretariat of the Ministry of Finance, Planning and Economic and Physical Development, the aim of this plan is to set out strategic priorities to guide Grenada forward with emphasis on social, environmental, economic, and other development challenges within the regional and international development context as set out by entities such as SIDS, the OECS, and CARICOM (National Sustainable Development Plan, 2019).

Highlighted within this plan is ‘the Digital Economy,’ which indicates that the Government of Grenada has accepted that ICT will be used as a tool for the development and transformation of the country with the main goal being to achieve a digital society and economy. To facilitate this, a digital technologies development zone will be created enabling young entrepreneurs in the technological sector to provide digital solutions inclusive of agricultural apps to connect those in the industry to locally and abroad as well as tourism apps to connect regional and international travelers to their preferred choice of accommodation. To create and expand digital financial services in rural villages, financial apps will be made a focus. (National Sustainable Development Plan, 2019).

Regulatory Frameworks

The regulatory frameworks with the potential to impact the tourism sector speaks to those related to areas such as cruise, yachting, airlift, and the preservation of the country’s heritage. An outline of the regulations, as well as the key areas outlined in each, that possess the ability to impact the process of digitalization positively and negatively in Grenada are as follows.

1. Consumer Protection Act No. 2 of 2018
   This Act provides for the protection of consumer interests and promotion in terms of health and safety, supply of goods and services and more. It addresses a wide array of challenges within the tourism and agricultural sector. However, some notable areas include distance selling, unfair trade practices, consumer rights, duties of suppliers and more.

2. Electronic Transactions Act No. 21 of 2013
   This Act was developed to give legal effect to electronic documents, records, and signatures (Electronic Transactions Act No. 21, 2013). The following purposes of the act can directly enable or provide constraints to the process of digitalization in Grenada.
   (1) Section 3 (a):
      To facilitate electronic communications by means of reliable electronic records
   (2) Section 3 (b):
      To facilitate electronic commerce, to eliminate barriers to electronic commerce resulting from uncertainties over writing and signature requirements, and to promote the development of the legal and business infrastructure necessary to implement secure electronic commerce.
   (3) Section 3 (f):
      To promote public confidence in the integrity and reliability of electronic records and electronic commerce, and to foster the development of electronic
commerce through the use of electronic signatures to lend authenticity and integrity to correspondence in any electronic medium.

3. Licenses Act
   This is an act directed to guide all licensing inclusive of the purchase of nutmegs and other agri-tourism products.

4. Grenada Tourism Authority Act No 42 of 2013
   This is an act to establish a Tourism Authority charged with the responsibility of developing the Tourism Industry of Grenada for the purpose of attracting tourists and for matters connected therewith and incidental thereto (Grenada Tourism Authority Act, 2013)

This act also outlines the powers and duties of the Authority. Within those powers outlined, some can enable the process of digitalization throughout Grenada’s agro-tourism experiences. These are outlined as follows:

(1) Section 4 (a):
   To develop all aspects of the tourist industry of Grenada and to promote its efficiency.

(2) Section 4 (c):
   To adopt all such measures as, in the opinion of the Authority, may be necessary for promoting and thoroughly advertising Grenada as a tourist resort, and for the purpose of materially facilitating and increasing the tourist traffic to Grenada.

(3) Section 4 (j):
   To encourage linkages between the tourism sector and the indigenous industries in Grenada.

(4) Section 4 (o):
   To provide advice and recommendations to the Minister concerning tourism in Grenada

(5) Section 4 (q):
   To undertake such research, experiments and operations as may appear to them to be necessary to improve the basis of the industry and to control and eliminate any undesirable factors that may affect it

In some areas, both the GTA and the GDBS collaborate to ensure quality standards are maintained in the agri-tourism industry. One such collaboration is the GDS44 – 1998 Guidelines for the production of spice packages in the tourism sector. The role of the GTA in this case is to adequately inspect the packaging, while the GDBS must certify the spice packages after inspection.
Map of Actors

Critical to the digitalization process is the awareness and in depth understanding of the key actors in the tourism and agricultural industries. Following are three maps outlined as follows:
1. Local Map of Actors – Tourism and Agriculture
2. Local Map of Actors – Digitalization
3. Regional/International Map of Actors

The maps of local actors identified, lists key actors by their abbreviations. Their associated meanings can be found in Table 1. The actors are also categorized based on entity type which includes government, private, public, and academia. Although categorized, the actors are also ranked, and colored based on their importance to the agro-tourism sector as well as the digitalization process.

High Importance: Identified in red, these actors play a significant role in the strategic plans that chart the way forward for the industry and by extension the experiences identified in this report. They have also contributed significantly to the digitalization process in Grenada as a whole.

Medium Importance: Identified in orange, these actors currently play a supporting role in the agro-tourism industry as well as in the digitalization process.

Low Importance: Identified in yellow, these actors can contribute to local community initiatives like the experiences identified. They can also significantly assist with the digitalization process; however, they are not yet doing so.
Figure 4.0 Local Map of Actors – Tourism and Agricultural Sector

Figure 5.0 Local Map of Actors – Digitalization
Similarly, to the map of local actors, the regional and international maps of actors included below, lists key actors by their abbreviations. Their associated meanings can also be found in Table 1. Here the actors are differentiated by regional, international, and private, and are ranked and colored based on their level of contributions to the agro-tourism sector as well as the digitalization process.

High Importance: Identified in red, these actors are made up of organizations and associations that Grenada look upon for guidance when setting regulations and guidelines within the respective industries. They play a significant role in charting the way forward for the industry on a global scale. They have also contributed significantly to either the agro-tourism sector or the digitalization process.

Medium Importance: Identified in orange, these actors are made up of organizations and associations that currently play a supporting role in the agro-tourism industry as well as in the digitalization process.

Low Importance: Identified in yellow, this actor can contribute to local community initiatives.

Figure 6.0 Regional and International Map of Actors
Identification of Gaps

Based on the feedback from the interviews conducted, the researcher’s own analysis and observation, the following gaps with reference to digitalization were identified.

1. Lack of Infrastructure (with respect to connectivity and electricity services)
2. Lack of Digital Literacy
3. Lack of Proper Management Systems

These gaps will be elaborated on in more detail.

It is also important to note here that according to the National Sustainable Tourism Development Plan’s Diagnostic report, one of Grenada’s weaknesses is that there is a lack of tourism master planning and strategic management experience as well as digital gaps in key matters (ICN Artea, 2021). A copy of the report was provided to the researcher by the Ministry of Tourism.
EXPERIENCES

Experiences 1 – Gouyave Fish Friday Festival

Geography and Social Systems

Located on the western side of mainland Grenada, Gouyave is the only town within the parish of Saint John and is inhabited by approximately 8,000 persons. Popularly known as the fishing capital of Grenada or the ‘town that never sleeps,’ the rural town of Gouyave strategically sits overlooking the main shipping routes to the island (Joseph, N.)

The town of Gouyave comprises of eleven villages, namely Doctor Belle, Central Gouyave Estate, Loretto/Cocoa Grove, Brothers, Market Square, Dougalston, Palmiste, Mt. Nesbit, Upper Depradine, Central Depradine and Lower Depradine. Outside of Gouyave, the parish of St. John includes the communities of Woodford, Concord, Black Bay, Marigot, Grand Roy, and Mon Plaisir.

For a visual representation, please refer to figure 7.0 on the following page which depicts a map of the parish of St. John.
The largest income generators for the inhabitants of those villages are the fishing and agricultural sectors with the textile sector to a lesser extent. However, while Gouyave is still considered a rural area, there are a multiplicity of businesses located there. See Table 1.0 for more details.

<table>
<thead>
<tr>
<th>Banks/Credit Unions</th>
<th>Grocery Stores</th>
<th>Petrol Station</th>
<th>Photography Studio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Night Clubs</td>
<td>Shops</td>
<td>Fire Station</td>
<td>Clothing Boutiques</td>
</tr>
<tr>
<td>Churches</td>
<td>Hardware/Appliance</td>
<td>Fish Market</td>
<td>Beauty Salons</td>
</tr>
<tr>
<td>Home for the Elderly</td>
<td>Pharmacies</td>
<td>Farmers Market</td>
<td>Massage Therapy</td>
</tr>
<tr>
<td>Auto part Store</td>
<td>Cement Factory</td>
<td>Money Transfer</td>
<td>Building Contractors</td>
</tr>
<tr>
<td>Medical Stations</td>
<td>Mechanic Shops</td>
<td>Schools</td>
<td>Liquor Stores</td>
</tr>
<tr>
<td>Non-Governmental Organizations</td>
<td>Nutmeg Processing Station</td>
<td>Doctor/Dental Offices</td>
<td>Automobile Dealership</td>
</tr>
</tbody>
</table>

Table 1.0 Businesses Located in Gouyave
The Tourism Landscape

Over the years, Gouyave has managed to attract locals as well as visitors due its many activities, some of which have become attractions.

1. Fisherman’s Birthday
   Held annually on the 29\textsuperscript{th} of June, Gouyave’s Fisherman’s Birthday Celebration is dedicated towards everyone working in the fishing industry in Grenada. It begins with church services after which fisherfolk and vendors would depart to the bay area where fishing vessels are blessed. The day continues with boat races, displays of arts and crafts and other cultural artifacts, local and regional performances, a street fiesta and more. The objectives of the event are to promote the use and importance of fish, the town of Gouyave, its aquatic events, the people’s way of life, as well as to honor the fishermen and women who paved the way. (Hosten, A. 2022). This event has attracted locals from every other parish on mainland Grenada as well as fisherfolk from the sister islands – Carriacou and Petite Martinique. Additionally, Grenadians throughout the diaspora have notably travelled back home for this event.

2. Gouyave Nutmeg Processing Station
   The Gouyave Nutmeg Processing Station is one of the largest processing factories on island and is currently included on the cruise line tour operator list as well as local tour handlers’ itineraries. The station offers tours to visitors, allowing them the opportunity to witness in real time, the receiving of nutmegs from farmers, assessing, grading, and packaging them for resale, as well as a chance to interact with some nutmeg farmers as well. Within recent years, the Nutmeg Station has also introduced the ‘Nutmeg World’ store, which houses finished products either made from or themed based on nutmegs (Grenada Tourism Authority, 2022).

Important to note is the Dougaldston Estate. This property was the most popular agriculturally based tourist attraction in St. John for several years. In 2020, the Estate was closed due to a fire and to date, there has been no announcement by the owners as to whether it will be reopened. Described as the ‘loss of a national treasure’ by Grenada’s Minister of Tourism – Hon. Clarice Modeste Curwen, visitors received a complete eco-tourism experience, touring the 300-year-old agricultural estate which measured 6 acres and featured a great house and boucan.
The Experience

The Gouyave Fish Friday Festival began on Friday 24th June 2005 by founder Dr. George Vincent, Tourism Consultant, a Former Senator, Small Business Advisor, and a resident of Gouyave where the event is held. It is an event that the Government of Grenada has officially published as part of its Government Gazette. The vision for the Fish Friday Festival is to promote community development in Gouyave and by extension the parish of St. John by promoting the town of Gouyave as a ‘Fishing Village’, with the continued celebration of the annual Fisherman’s Birthday and a weekly street festival to be held on Friday afternoons and evenings. According to the ‘About Fish Friday Report,’ the specific objectives of the event are as follows:

1. Create and diversify income opportunities and generate income for the people of St. John.
2. Contribute to the overall promotion and development of the fishing sector in the parish of St. John.
3. Create linkages with other sectors of the economy, including agriculture and tourism.
4. Attract visitors to Gouyave and promote Gouyave as a place for quality entertainment and recreation, for the benefit of Grenadians and visitors.
5. Focus on the development and marketing of diverse fish products that add value to local production.

This event occurs every Friday of the year except for Good Friday and is staged on the corner of St. Francis and St. Dominic’s Street in the heart of Gouyave. This area sits next to the Roman Catholic Copper-Dome steeple which is the only one still erect in the entire Caribbean. It is important to note that as of March 2019, the Fish Friday Festival has not been held due to the onset of the COVID-19 pandemic on mainland Grenada.

In relation to the team behind the Fish Friday operations, a management committee was established in March of 2005 and comprises of two representatives from four (4) organizations; The Gouyave Improvement Committee (GIC), the Gouyave Sailing Committee (GSC), the St. John’s Social and Cultural Organization (SSCO), and the St. John’s Fishermen’s Association (SJFA) and one representative from the Royal Grenada Police Force (RGPF) and the Ministry of Health (MOH). Today the committee has expanded to include persons from various interest groups related to agriculture, and other relevant sectors.

There is ongoing collaboration between the management committee and local non-governmental organization; the Grenada Community Development Agency (GRENCODA), which serves as the facilitator of the committee. According to the team member responsible for marketing and promotions, Ms. Reece Sam, the entire Fish Friday Festival experience is run by a group of volunteers. Because persons are not paid for their services, once they are faced with various opportunities, volunteers tend to leave. This leads to gaps in the human resources required for the execution of the event.

The Fish Friday concept lends itself to that of a street festival. Tents are erected on both streets under which vendors display their locally made products for sale. These products vary from the raw fish freshly caught to finished products which includes fish as one of its main ingredients, as well as arts, crafts, and other agricultural products in the farmers market section. A full list of items for sale is included below in Table 2.0.
In addition to the culinary fare available to patrons, there is an entertainment element of live performances. These include steel pan music, belee dancing, African drumming, live band, and storytelling. Due to the nature of the event, the festival has been included on the itineraries for numerous local tour providers. Members of the international travel trade conducting press tours organized by the Grenada Tourism Authority (GTA) have also been a part of the patrons of the event. According to both Ms. Reece Sam and founder Dr. George Vincent, the event has not been supported by the GTA several years prior to the onset of COVID-19. They both indicated that this is due to a street food event held in the south of the island in an urban neighborhood called True-Blue, located approximately 45 minutes from Gouyave. However, the competing event is not a community based one and does not focus on fish-based products or aid in the advancement of the agricultural sector in any way. It is also important to note that the True-Blue location is home to the St. George’s University based here in Grenada and so most of the patrons are university students and working professionals.

Within the town of Gouyave and the parish of St. John, there is no competing events or product offering. In the parish of St. Mark, the Sunset City Food Festival is structured in a similar manner but highlights all local foods and does not focus on fish or seafood. This event occurs on Saturdays but due to its operations and structure, it can be viewed as an indirect competitor.

Prior to COVID-19, the management committee promoted the event using a Facebook page. However, the page has last been updated in August of 2016. There is no website. The popularity of the event came from word-of-mouth promotion, reviews on TripAdvisor, and coverage received from press trips.

Vendors participating in the weekly event have indicated that it is a necessary means of income and has contributed to the purchase of books for kids, purchase of furniture for their homes and much more.

It is also important to note that while the management of the festival cannot provide evidence of visitor demand, an assessment of the social and economic impact of the event which was completed in 2007 indicates that the total average volume of sales estimated are ECS676,000 annually. This is based on the average earnings of six large vendors with estimated revenues

<table>
<thead>
<tr>
<th>Fish Pizza</th>
<th>Fresh Fish</th>
<th>Beers</th>
<th>Leather Sandals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shrimp Stir</td>
<td>Vegetables</td>
<td>Local Juices</td>
<td>Fish Scale Jewelry</td>
</tr>
<tr>
<td>Fish Cakes</td>
<td>Ground Provisions</td>
<td>Rums</td>
<td>Bags/Hats/Belts</td>
</tr>
<tr>
<td>Fried/Grilled Fish</td>
<td>Fried/Roast Bakes</td>
<td>Malts</td>
<td>Clothing</td>
</tr>
<tr>
<td>Fish/Seafood Kebabs</td>
<td>Macaroni Pie</td>
<td>Fried Breadfruit</td>
<td>Woodwork</td>
</tr>
<tr>
<td>Lobster Meals</td>
<td>Jams/Jellies/Syrups</td>
<td>Garlic Bread</td>
<td>Baked Potatoes</td>
</tr>
<tr>
<td>Saltfish Souse</td>
<td>Spices</td>
<td>Fish/Lambi/Other Seafood Broth</td>
<td>Fried/Steamed Plantains</td>
</tr>
</tbody>
</table>

Table 2.0 Items Available at Gouyave Fish Friday Festival
of EC$9k weekly, seven mid-range vendors with estimated average earnings of EC$3,500 weekly and three small operators earning approximately EC$500 weekly (Finisterre, F. 2007).

busiest months are November to January when visitors travel for winter and July to August for Carnival. The slowest months are September to October due to visitors returning home for the reopening of school.

The following link provides a visual snapshot of the Gouyave Fish Friday experience. [Gouyave Fish Friday Festival]

Gaps in Digitalization

Based on the details depicted in the experience section prior as well as the results of interviews conducted, the following gaps were identified with regard to digitalization.

1. Lack of Supporting Infrastructure
   Because of the outdoor nature of the event as well as its layout, there is no connectivity that belongs solely to the experience. Entities within the vicinity each have their own connections, but the Gouyave Fish Friday Festival has none. Additionally, other items such as point of sale systems and card machines cannot be facilitated because there is no electrical set up to support the experience at present.

2. Manual Recording Systems
   Due to the lack of electricity and connectivity, records are kept manually. Some records are held by specific members of the committee or volunteers and so loss of records have been experienced over the years due to changes in the team as persons migrate or move on to other stages in their careers. This includes both inventory on hand and patron arrivals. In the past, visitors connected to tours organized by the GTA and other organizations would take items from vendors who will manually record the items together with the tour guide after which the bill will be sent for payment.

3. Lack of Digital Literacy
   Most of the persons involved with the experience have passed a certain age and are not digitally literate. One vendor started sending a list of her items out to her WhatsApp contacts prior to the start of the event. Another has a social media page which is managed by her son abroad to facilitate promotions for her booth space only.
Images of the Gouyave Fish Friday experience

Source: Grenada Board of Tourism
Depiction: Vendor serving seafood to visitors

Source: Gouyave Fish Friday Festival Facebook page
Depiction: Festival event set up and display
Experience 2 – Diamond Chocolate Factory

Geography and Social Systems

St. Mark is home to approximately 4000 inhabitants and is known as Sunset City due to the sunsets that can be viewed from the parish. It is the smallest parish and sits between the parishes of St. John and St. Patrick (Sunset City Site, 2021). The parish comprises of the villages of Gros Point, Nettle Point, Union, Resource, Diego Piece, Nonpariel, Industry, Waltham and the town of Victoria (Grenada National Trust, 2021).

For a visual representation, please refer to figure 10.0 below which depicts a map of the parish of St. Mark.

Figure 10.0 Map of St. Mark

Source: Grenada National Trust
The main income generators for residents in this area is fishing and agriculture. However, regarding the businesses in the parish, please refer to table 3.0 below.

<table>
<thead>
<tr>
<th>Supermarkets</th>
<th>Grocery Stores</th>
<th>Petrol Station</th>
<th>Liquor Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>Shops</td>
<td>Police Station</td>
<td>Clothing Boutiques</td>
</tr>
<tr>
<td>Bars</td>
<td>Chocolate Factories</td>
<td>Fish Market</td>
<td>Mechanic Shops</td>
</tr>
<tr>
<td>Medical Station</td>
<td>Churches</td>
<td>Schools</td>
<td>Beauty Salon</td>
</tr>
<tr>
<td>Credit Union</td>
<td></td>
<td>Revenue Office</td>
<td>Art and Craft Shop</td>
</tr>
</tbody>
</table>

Table 3.0 Businesses Located in Victoria

According to the July 2020 Grenada Country Profile Report completed by the United Nations Office for Coordination of Humanitarian Affairs, the “highest incidences of poverty begin in the parishes of St. Mark (more than 50%) and St. Andrew (more than 44%).” Coincidentally or not, the French named the parish Grand Pauvre which translates to ‘Great Poor’ in English. The name St. Mark was given in 1783 after the British reclaimed control of the island.

_The Tourism Landscape_

The parish of St. Mark is not a popular location for tourism activities. However, there are four less frequently visited attractions in the parish as compared to other attractions throughout the island. These are outlined as follows.

1. **Mount St. Catherine**  
   Popularly known as the highest point on the island of Grenada, Mount St. Catherine sits at 2760ft above sea level. Once at the top, there is a plethora of breathtaking panoramic views. However, getting to the top requires a challenging five-hour hike and is recommended for persons in good physical health as well as advanced hikers.

2. **Tufton Hall Waterfall**  
   This waterfall is known as the tallest at a height of 82ft and most challenging to get to, due to its terrain. Because of this, it is not as frequently visited as the other waterfalls on island.

3. **Duquesne Bay Petroglyphs**  
   Grenada’s Amerindian inhabitants produced extensive markings and symbols towards the south side of the Duquesne Bay. The Bay is popularly used for fishing and is easily accessible by road.

4. **Crayfish Bay Organic Estate**  
   This site is a 200-year-old estate located at Crayfish Bay in St. Mark measuring approximately 15 acres which has been restored to a fully functioning farm which produces of organic chocolate. The property has also been developed to offer cottages to visitors who prefer a to spend time away from the regular beach properties.
The Experience

Founded through a partnership in March of 2014 between the Grenada Cocoa Association, the Government of Grenada, USAID, and L.A. Burdick Chocolate, the Diamond Chocolate Factory is located on Grenada’s northwestern coast in the parish of St. Mark and more specifically, on Diamond Street in the town of Victoria. With reference to ownership, 70% of the Diamond Chocolate Factory belongs to the cocoa farmers with 82% of all income paid to the cocoa farmers in the last financial year. It is important to note that there are 3000 cocoa farmers island wide (Brathwaite, S. 2021)

A portion of a grant from USAID has been received for development. The total already received was not disclosed, however the total sum of the funds to be received amounts to EC$469,714 or the equivalent of US$173,968. As stated in the Grenada Cocoa Association Annual Report for 2020, a portion of this grant will also be used for ‘the operation and maintenance of equipment, training, branding and other related activities.’

During peak periods, there is a 25-member team working at the Diamond Chocolate Factory which consists of both men and women. Generally, there are less. However, during peak periods, six persons are needed at the chocolate shop. With the onset of the COVID-19 pandemic however, there have been significant challenges for the Diamond Chocolate Factory including a 60% revenue drop due to travel restrictions enforced globally, the closure of St. George’s University whose students are frequent visitors, and stay at home orders enforced by the Government of Grenada.

Managed by the Grenada Cocoa Association based in St. George, there is a nine-member Board of Directors with three principal officers based at the Head Office, as follows:

1. General Manager – Andrew Hastick
2. Accountant – Samuel Brathwaite
3. Office Manager – Kimling Mitchell

Additionally, various board committees have been outlined for the purpose of managing different aspects of the chocolate factory as well as the other entities operated by the Association. These committees include the following:

1. Marketing/Finance Committee (five members)
2. Industrial Relations Committee (three members)
3. Production/Processing Committee (five members)
4. Public Relations Committee (four members)

The names, positions and other details regarding the board committees have been obtained from the 2020 Annual Report.

Discrepancies have been noted with regard to the marketing of the chocolate factory. In terms of promotions, there is a website established for the chocolate factory. However, reports from the Grenada Cocoa Association’s Head Office indicated that the website was being managed outside of Grenada but is not currently maintained therefore changes cannot be made. Based on observation, changes have been made to the website to reflect upcoming
promotions which allows for online orders. The Association’s Head Office also indicated that promotion of the Chocolate Factory is not a focus at the moment due to limited finances.

With reference to social media promotions, reports from the Association’s Head Office are that there is no social media presence. However, there are two Facebook pages dedicated to the Diamond Chocolate Factory – one of which was last updated on 31st January 2022. The other page has not been updated recently with the last post being in 2018.

Currently, a very close relationship is maintained with the GTA and Ministry of Tourism as well as the cruise ship handlers.

In terms of the attraction itself, notably, the Diamond Chocolate Factory is one of the few chocolate producers around the world that have established production facilities on the same compound where the main ingredient – cocoa – is grown. Upon inception, part of the agreement to obtain funding was to ensure that the majority of persons employed at the facility came from the community. To date, most of the persons employed there were previously unemployed.

There, visitors can experience what is termed a tree to bar tour. They are taken through the cocoa fields to get a first-hand look of cocoa in its natural state as well as the cultivation process. From there, they are taken throughout the factory to see the entire process of the chocolate being produced from the raw cocoa ingredient to the finished product while accompanied by the Chocolate Factory’s own tour guide. Once the tour is complete, the visitors to the Factory are encouraged to explore the shop where they can purchase the packaged chocolate bars, other products made from cocoa, spices, as well as food and beverages which contains cocoa as the main ingredient. There is also a gazebo located on the outside of the Factory to encourage visitors to sit and relax. Small parking facilities are also available just outside the Chocolate Factory.

The principal officers at the Grenada Cocoa Association have also indicated that a restaurant facility will soon be opened on the estate to facilitate visitors to the Factory who may wish to have a meal. However, the location remains closed due to inadequate capacity in relation to operations. Equipment has already been purchased and considerations are now being given to leasing the restaurant as opposed to it being solely operated by the Association.

The Association is also developing another agricultural estate for the purpose of opening another Chocolate Factory in the parish of St. Andrew in a village called Mt. Horne. The principal officers have indicated that this location promises to host the largest cocoa plant on island. Similarly, to the Diamond Chocolate Factory, the new location will offer full chocolate production. The difference includes a shuttle service system to aid the elderly visitors due to the length of the tour which will be one hour.
It is important to note that there are other Chocolate Factories located in Grenada, all of whom do not offer the tree to bar experience, but they do offer organic chocolate. These include the following:

1. Grenada Chocolate Factory
2. Crayfish Bay Organic Estate
3. Belmont Estate
4. Tri-Island Chocolate Factory
5. House of Chocolate (small scale operation located in the heart of the city)

The following link provides a visual snapshot of the Tree to Bar experience at the Diamond Chocolate Factory. See link [here](#).

**Gaps in Digitalization**

All operational processes are manually conducted except for tempering which is digital. Both card and cash payments are accepted there. However, there are gaps that were found in relation to digitalization or the lack thereof.

1. **Manual Recording Systems**
The only visitor information captured are the arrival numbers. This is done via pen and paper and sent to the Head Office via WhatsApp based on the tour groups arriving. There is no system in place to record information inclusive of invoicing, recording of inventory items used and other required statistics. This has provided significant difficulties for forecasting and recording of losses etc.

2. **Lack of Digital Literacy**
There are significant gaps in terms of knowledge of digital systems. The persons based at the Head Office have very little knowledge of digital promotions and digital systems to facilitate smoother operations. However, it is important to note that there is a marketing officer based there.

3. **Disconnect in Digital Marketing**
Currently there is a reliance on the Grenada Tourism Authority to market and promote the Diamond Chocolate Factory. While a website and Facebook page is present, the management team is unaware of who is moderator of the page. Management’s lack of awareness of the website’s capabilities to accept customer orders also speaks to a disconnect in clearly defined roles and responsibilities within the hierarchy.
Source: Doreen Pendgracs, Chocolate Net
Depiction: One of Diamond Chocolate Factory’s 60% cocoa chocolate bars
Experience 3 – Concord Waterfalls

Geography and Social Systems

Like the Gouyave Fish Friday Festival, Concord Waterfalls is also situated in the parish of St. John. The village of Concord sits between the villages of Black Bay and Cotton Bailey and is an agricultural one, with most of the inhabitant’s income being generated from the agricultural industry and more specifically from farming and provision of tourist services.

For a visual representation, please refer to table 4.0 which depicts a map of the parish of St. John and pinpoints the location of the village of Concord.

<table>
<thead>
<tr>
<th>Primary School</th>
<th>Mechanic Shop</th>
<th>Auto Body Shop</th>
<th>Barber Shop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hair Salon</td>
<td>Bars</td>
<td>Liquor Shops</td>
<td>Souvenir Shop</td>
</tr>
<tr>
<td>Baluster Plant</td>
<td>Church</td>
<td>Water Plant</td>
<td></td>
</tr>
</tbody>
</table>

Table 4.0 Business Entities Located in Concord

The Tourism Landscape

The Concord Waterfalls is the main attraction located in this area. However, there are additional experiences nearby that have piqued the interest of visitors over the years. These are outlined as follows.

1. Au Coin Waterfall
   Situated in the village of Concord, Au Coin Waterfall is a 45-minute hike after the first and what is known as Concord Waterfall. Getting to this waterfall, which is accessible via a marked trail, takes adventurers through nutmeg plantations, across rivers and other farmlands. This waterfall is less popular as it is not accessible by motor vehicle, but it is the largest of the waterfalls in the area. Guided tours to Au Coin are hosted by residents of the Concord area and are organized from the first waterfall. The tours normally include the inclusion of a tour guide and the demonstration of local fruits, vegetables, herbs, and other plants in their natural state.

2. Fontainbleu Waterfall
   Known as the third of the waterfalls situated in the village of Concord, Fontainbleu measures 65ft in height and has a less defined trail therefore a guide is necessary for persons who aren’t knowledgeable about the area (Grenada Explorer, n.d). Guided tours similarly to that of the Au Coin Waterfall tour are also arranged from the first Waterfall.

3. Black Bay Beach
   Black Bay Beach is one of Grenada’s nine black sand beaches and is accessible from the Concord main road. This secluded attraction has not been developed in any way and is approximately 20 minutes on foot from public transportation.
4. Black Bay Cave
   Also accessible from the Concord main road, the Black Bay Cave can be reached from the Black Bay Beach. Like the beach, the Cave has not been developed in any way and visitors can therefore see markings from the previous Amerindian inhabitants. There are no organized tours, but visitors can reach out to persons who are familiar with the area and may be willing to escort them there. This site is routinely maintained by the MOT but is not heavily promoted as a tourist attraction and very remote.

The Experience

Although the Concord Waterfall is a natural public site, the land upon where it sits is owned by the Forrester family. Since then, its operations have been conducted by the family. These operations legally registered as Cheers and Treasures include step access to the site as well as a souvenir shop. In recent years, another family with residence in the Concord community, erected another souvenir shop as well as an alternative access point to the waterfall a few feet away from the original one. To date, both families operate separate but similar businesses in the same area for persons visiting the attraction. On the opposite side of the waterfall, wooden booths have been erected to facilitate crafts men and farmers to display and sell products to local and visiting tourists.

Both visitors and locals visit the waterfalls through different means. These include hiking from other natural sites, walking from the Concord main road (which takes approximately 35 minutes) as well as driving. The Government of Grenada has recently created a parking location just above the site to facilitate parking.

Once visitors get to the waterfall area, they have the option to access the waterfall itself via both access points. Each access point takes the visitors through a souvenir shop stocked with local spices, herbs, crafts, arts, refreshments, and other items for purchase. Cheers and Treasures has established agreements with tour operators. Once visitors arrive, they are greeted with a welcome drink.

With reference to marketing, no form of traditional or digital promotions are done by any of the persons based there. All marketing is dependent on the Grenada Tourism Authority activities.
Gaps in Digitalization

Based on the experience described above, as well as interviews conducted with stakeholders involved with the Concord Waterfall experience, there are many gaps identified with respect to digitalization.

1. Lack of Supporting Infrastructure
   Once persons enter the vicinity within proximity to the waterfall area, connectivity is lost. There is currently no network provider that supports internet connection in the area. In addition to this, there is no electricity area. Because of this, there is also no landline as well.

2. Lack of Digital Literacy
   Based on the demographic of persons stationed at the attraction, very few are under the age of 35 and are digitally literate. Three young persons have gotten involved within recent years. Two have plans to take over the business from their mother who is a part of the family who erected the second access point to the waterfall. These three persons all have a presence online and have a working knowledge of social media. Prior to this, everyone belonged to an older demographic.

3. Inadequate Record Keeping
   Because of the lack of supporting infrastructure required, every process is conducted manually. Records of incoming visitors are distributed by the tour company via WhatsApp and received once connectivity is obtained. However, it is not stored. Additionally, other important statistics are either recorded manually or not recorded at all.
Images of the Concord Waterfall experience

Source: Andrew Moore, Flickr
Depiction: View of Concord Waterfall from souvenir shop number one

Source: Explore Grenada Tours
Depiction: View of Concord Waterfall from the bottom of second souvenir shop entrance
DIGITALIZATION MODEL

Based on the findings of this report thus far, the following four phase process is recommended to support the move towards digitalization of the experiences identified.

1. Engagement of Relevant Partners
2. Improvement of Infrastructure
3. Strengthening and Understanding of Human Capital
4. Introduction of Digital Solutions

Phase 1: Engagement of Relevant Partners

Based on the identification of gaps, relevant key actors must be identified and engaged to facilitate the steps towards digitalization.

Phase 2: Improvement of Infrastructure

Before digitalization of the experiences, the proper infrastructure must be enforced as the lack thereof currently poses significant challenges to adaptation.

1. Electricity
   Necessary for every other element of the digitalization process, electricity services are missing from two of the three experiences. Outside of digitalization, this constitutes to poor lighting after sunset, no emergency plans in the event of a potential accident or mishap as there are no landlines, and no opportunity for any management systems to be implemented.

2. Connectivity
   Once electricity services have been installed, telecommunications services must be introduced. Without this, there is little to no ability to conduct any digital promotions while on site as well as visitors have no means of sharing experiences virtually or communicating without a roaming plan or local phone.

3. Payment Systems
   Only one of the experiences are equipped to accept card payments. Once the first two steps are complete, it becomes easier to facilitate the inclusion of this process.

4. Management Systems
   Each of the three experiences lack proper management structures. There is little to no record keeping, a continuous brain drain due to no documentation of information and regular misinformation and miscommunication on matters of inventory and involvement of external stakeholders and partners.
Phase 3: Strengthening and Understanding of Current Human Capital

1. Expansion of Age Limit
Based on the demographic of the persons involved in the agricultural sector in Grenada, it is imperative that the age limit for any digital training be lifted from 35 and under as most persons belong to an older age group. It is also important to note that most of the farmers and fisherfolk focus solely on farming or fishing and very little on promotion of products.

2. Teaching of Individuals
The second step towards strengthening the human capital is to provide the necessary digital training to combat digital illiteracy. This may not always speak to social media training. Some farmers and fisherfolk do not have a social media presence or access to computers and smart phones, and so may be dependent on persons operating the various experiences to promote the experiences on their behalf. In this case it is recommended that this training be conducted in person to facilitate those who may be interested but without the necessary tools, as well as virtually.

3. Designation of in the Execution Role
There must be at least one individual tasked with the responsibility to promote the experiences digitally. In relation to the lack of management systems, there must be someone who is trained and responsible for utilizing the identified systems as well. To ensure transference of knowledge, once the training is complete, the designated persons can begin training others.

Phase 4: Introduction of Digital Solutions

Once the steps outlined prior have been achieved, the introduction of digital solutions can be facilitated based on the needs below.

1. Promotion
Two of the three experiences do not have a website, nor do they have functioning social media pages. Instead, they depend solely on the GTA and other entities for promotion. However, these entities need to develop their own content for promotion as well as their own sales tactics.

Gouyave Fish Friday Festival
A website is needed to provide visitors with additional information on the experience and allow for a point of contact once group reservations are required. Social media pages should be created to keep the experience top of mind as well.

Concord Waterfall
Similarly, to the Fish Friday Festival, there should be a website that provides visitors with necessary information about the experience. The ability to secure group bookings is also necessary as the souvenir shops are not always open. Social media pages will also support any digital activities.

Diamond Chocolate Factory
While this experience has both a website and social media pages, and persons responsible for marketing, there is a disconnect between the Head Office and the page operators leading to recommendations for proper management systems.

2. Operations and Management
The operations of all three experiences are disadvantaged due to the lack of proper systems. Point of sale systems, card machines, customer relationship management systems, and simple landlines must be implemented to ensure smooth operations and to ensure better transparency and accountability.
PRIORITY AREAS

Based on the analysis conducted, the overarching areas of high priority for each of the experiences are very similar and have remained consistent throughout. See outline of these in the table below. The sub sections within the priority areas, however, differ based on the current stage of digitalization for each experience.

<table>
<thead>
<tr>
<th>Experience</th>
<th>Priority Areas</th>
</tr>
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| Gouyave Fish Friday Festival      | Digital Infrastructure  
                                        Digital Marketing  
                                        Digital Literacy  
                                        Management Systems |
| Diamond Chocolate Factory         | Digital Literacy  
                                        Management Systems |
| Concord Waterfall                 | Digital Marketing  
                                        Digital Infrastructure  
                                        Digital Literacy  
                                        Management Systems |

Table 5.0 Priority Areas

The following section delves into the priority initiatives based on each experience as highlighted in the ‘gaps of digitalization’ section.

PRIORITY INITIATIVES – Gouyave Fish Friday Festival

Benefits of Rectification

- **Digital Infrastructure**
  With the establishment of a platform to accept orders digitally, vendors can increase the number of transactions and improve the customer experience while placing orders. Additionally, it also improves efficiency as it allows for less time being focused on taking orders face to face on busy nights especially when long and complexed.

- **Digital Marketing**
  The ability to own and manage the experience’s social media platforms allows for real time promotion of the week’s upcoming activities leading to increased visibility, awareness and something to look forward to. Secondly, there is less reliance on the Grenada Tourism Authority’s promotional efforts and the ability to target the ideal visitor online. Efforts can also be measured and allows for analysis and better marketing decisions in future.

- **Digital Literacy**
  With increased digital literacy, the vendors gain the ability to promote their own offerings. This understanding also allows vendors to compare and analyze competitors locally and benchmarks outside of Grenada to enhance their own offerings.
Management Systems
The establishment of a management system for the Gouyave Fish Friday Festival allows for less occurrences of information loss due to the change in volunteer community members. One central asset management system also allows for proper tracking and review.

Required Resources

- Digital Infrastructure
  Both internet service and access points are required at this experience. A revamped website is also needed that can facilitate the acceptance of bookings for large parties, orders, and payments.

- Digital Literacy
  Social media training is required to assist with the marketing and promotion of offerings at this experience. Additionally, training focused on content creation specifically photography and basic videography would be an asset as well. A working knowledge of navigating a smart phone, laptop and other useful tools is also essential.

- Management Systems
  A DAM system is critical for this experience to prevent the loss of knowledge from the turnover of volunteers as well as the loss of both digital and physical assets.

Key Actors

Some entities identified to support the digitalization process for the Gouyave Fish Friday Festival experience are as follows:

- Grenada Tourism Authority to support the process as the official destination marketing arm for the island
- DIGICEL and FLOW for the provision of broadband internet and internet access points
- GRENLEC for the provision of electricity services
- GNTA, SGU, and TAMCC to provide digital marketing training to the relevant persons
- BSC to provide to provide training on asset and other operational management systems
- Ministry of ICT and Tourism to assist with the development of website and any other necessary tools
Benefits of Rectification

- **Digital Literacy**
  Proper training is required to properly operate any DAM systems and inventory control systems. Digital marketing training is also necessary for the relevant personnel in areas of social media promotion, content creation and the running of the company’s website to accept orders and respond to enquiries.

- **Management Systems**
  Having the ability to manage customers omits the reliance on the provision of tour operator data. This also aids in enhancing the customer experience as management can review and track past experiences, enabling them to plan better for the future. The system also eliminates the issue of lack of inventory control currently experienced which results in cost efficiency and less wastage.

  Additionally, these control systems allow for seamless interaction between teams, omitting the issue of employees, management and other contracted parties being uncertain of roles and responsibilities.

Required Resources

- **Management Systems**
  A reliable customer relationship management system is critical for the efficient operations of this experience. A proper point-of-sale system is also required to ensure proper accountability.

Key Actors

Some entities identified to support the digitalization process for the Diamond Chocolate Factory experience are as follows:

- SGU and TAMCC for the provision of digital marketing training to operators
- BSC for training on asset management, basic accounting, and other inventory systems
- GNTA for training on CVET programs if necessary
- GTA to support the digitalization process once needed
- Grenada Cocoa Association to properly manage or outsource the re-development and management of a website
Benefits of Rectification

- **Digital Marketing**
  Any digital marketing undertakings owned and executed by the vendors and other operators at Concord allows for less dependency on the Grenada Tourism Authority. Currently, an attraction listing and inclusion on itineraries is the extent of promotion conducted by the Authority.

  Past and potential visitors also get a first-hand virtual look at any activities occurring at the waterfall. Additionally, it allows for increased visibility and exposure with the potential for generating increased revenue for the farmers, vendors, tour operators and the agri-tourism industry overall.

- **Digital Infrastructure**
  With the digital infrastructure in place, vendors and operators based there can conduct any marketing and promotion in real time. This digital infrastructure includes internet service, internet access points, and other digital tools and equipment necessary. While some of this is necessary to conduct marketing and promotion, internet and telephone access enables proper communication during any issues encountered such as calls to health service providers.

- **Digital Literacy**
  With increased digital literacy, vendors, farmers, and other operators can conduct their own promotion and understand how it works. This enables them to own their promotional activities and position their offerings in the way that they want it to be showcased. They are also able to respond to enquiries virtually and facilitate bookings and address complaints.

- **Management Systems**
  With the proper asset, customer relationship management platforms and other management systems, operators at the site can manage their offerings more efficiently. Additionally, there is less room for inaccuracy and omission from records and better accountability and reviews. Payment options can be increased to include more than cash payments only, thus creating more opportunity for revenue generation.

**Required Resources**

- **Infrastructure**
  The establishment of social media pages is needed as well as broadband internet service to enable any marketing and promotions for the operators. Visitors, however, require internet access points to engage in content generation and reviews. To facilitate this, electricity services is required as well.
- **Digital Literacy**
  Training is required to improve digital literacy. This includes the basic understanding of social media platforms to assist with promotions and the operation of a smartphone to engage with customer enquiries and/or complaints.

- **Management Systems**
  Required for the Concord Waterfall is a customer relationship management system to manage interactions by current and potential visitors. Additionally, a point-of-sale system is necessary is improve efficiency, accountability, assets, and overall customer service.

**Key Actors**

Some entities identified to support the digitalization process for the Diamond Chocolate Factory experience are as follows:

- GRENLEC is identified for the provision of electricity services in the area
- FLOW and DIGICEL for the provision of broadband internet service and internet access points
- TAMCC and SGU have been identified to provide digital marketing training and well as content creation
- GNTA has been identified to assist with CVET training for vendors
- BSC to provide to provide training on asset and operational management systems as well as training on the use of relevant handsets, tools, and other necessary equipment
- GBS have been identified to assist the vendors with the development of their various small businesses
Recommendations

Based on the results of the research, recommendations are put forward with respect to each of the priority areas and their associated experiences.

Lack of Infrastructure

Recommendation 1:
As discussed prior, this lack of infrastructure speaks to the lack of connectivity and electricity within some experiences. The first recommendation here is to engage the key players Digicel and/or FLOW. These network providers have already completed mapping activities to decipher the precise areas without the proper connectivity. Within the last two years however, FLOW has upgraded and still continues to upgrade their system and expand on areas for connectivity. Because of this, the most updated map is not available to the public. It is also recommended that the sole electricity provider GRENLEC be engaged on a similar activity so as to determine the areas required for electricity services at the Concord Waterfall and how best to facilitate such services in Gouyave.

Recommendation 2:
The World Bank has started an initiative to fund the GTA with the purpose of supporting and penetrating the virtual promotion of the tourism industry. The study is already complete, and the funds have been committed. However, the project was recently placed on hold. Due to the similar nature of these initiatives, it will be fruitful to lend support to this ongoing project.

Recommendation 3:
Due to the Concord Waterfall sitting deep within a valley, it presents challenges for the implementation of connectivity services. According to the website, Starlink the provider of satellite internet in rural areas, has committed to providing this service to Grenada by 2023. While there have been no public talks held in relation to the introduction of this service, it has proven useful to customers in the US who are located in very remote areas. A satellite internet service will prove very useful to both Concord and Gouyave.

Lack of Digital Literacy

Recommendation 1:
Both higher education institutions (SGU and TAMCC) based in Grenada have created and currently promote tourism and hospitality programs. Additionally, while both institutions do not have digital marketing programs, they also feature programs which incorporate digital marketing. Because of this, it is recommended that students in the internship and day release programs be utilized to expand the amount of training to be delivered.

Recommendation 2:
The utilization of the Peace Corps program can be included to assist with the provision of training for persons who may not be digitally savvy. Peace Corps based in the Eastern Caribbean work in communities working with local persons to effect positive change. These persons can be used as trainers to expand on the amount of training to be delivered.

Recommendation 3:
A partnership can be established with the Ministry of ICT and the GNTA in Grenada to lend support in the advancement of digital literacy training. Grenada’s Prime Minister has been making a call for members of the Caribbean region to work together on advancing digital agendas as a collective. Efforts have also been made to try to incorporate more information technology within various sectors.

Lack of Management/Operational Systems

Recommendation 1:
To facilitate the processes, it is recommended that cloud-based systems be introduced to support more adequate record keeping. The Ministry of ICT can also facilitate this process. Cloud based systems eliminates the need for miscommunication of information and allows real time processing. Additionally, this allows better sales processes during which the experiences have the ability to effectively retarget patrons.

Recommendation 2:
Financial institution GCB has been earmarked as a key actor to support the implementation of accepting multiple forms of payment and by extension the introduction of card machines. It is imperative that the GCB be engaged as the provision of a card machine is currently done by a ‘one size fits all’ basis with little to no tailoring of services, costs, and process for the persons in the tourism and agricultural sectors. They were originally referred to as the ‘penny bank’ and was known to accommodate farmers and fisherfolk.

Recommendation 3:
Based on the support provided to the members of the Caribbean region by Compete Caribbean, the experiences meeting the criteria based on the cluster initiative can be supported through grant funding for the provision of various operational systems. These include the cash machines, cloud-based customer management software, inventory systems and more.
STRATEGIC PILLARS FOR IMPLEMENTATION OF INITIATIVES

Based on the priority initiatives and recommendations outlined previously, there are three strategic pillars recommended for implementation.

1. Internationalization
   “Internationalization describes the process of designing products to meet the needs of users in many countries.” (Investopedia, n.d.) With this context, the aim in the long term for each experience is to ensure that this initiative further supports the experiences’ readiness to compete at a global level while still being able to remain as a community tourism initiative and achieve similar goals with respect to farmers, fisherfolk, and other persons involved in the agri-food industry.

2. Sustainability
   Defined as “the quality of being able to continue over a period of time,” sustainability must be achieved after the digitalization process. (Cambridge Dictionary, n.d.). Regardless of a change in management within the key actors identified or a change in initiatives set forth by amendments to strategic plans drafted on a national level, the FAO must ensure that sustainability of this process is achieved throughout. Some interviewees connected to the three experiences have shared their disappointment with dwindling support or continuity from key actors at the government level.

3. Collaboration
   Collaboration is defined as “the act of working together with other people or organizations to create or achieve something” (Cambridge Dictionary, n.d.) It is imperative that all stakeholders identified are engaged and continue to be kept abreast with the status of this project. Where necessary, key actors must be provided with an opportunity to voice concerns and provide suggestions. This pillar is one of the much talked about areas which is lacking specifically with reference to the achievement of gaps in the digitalization process.
TIMELINE FOR CONSIDERATION

It is proposed that a timeline of 15 months be allocated for the execution of this project, beginning from the next phase to the completion of the implementation stage of this initiative. An estimate of the activities separated by the quarters of the year is depicted in a small Gantt chart below.

![Gantt Chart](image)

Figure 14.0 Gantt Chart
CONCLUSION

The move towards the digitalization process is necessary one to ensure. It is commendable on the part of the FAO and the Government of Grenada for responding to the open call. The COVID-19 pandemic has placed a strain on every sector and so the agro-tourism one is no different. Establishing new ways to effect change such as through the 1000 Digital Villages initiative, and more specifically the eradication of poverty and hunger is no easy feat.

The details within this report indicates that although it is not easy, it is possible. The experiences identified are faced with many challenges including the lack of basic infrastructure such as electricity and connectivity to the internet. Additionally, the experiences are faced with the lack of digital literacy among those involved and the lack of proper management and operating systems within those experiences.

However, through assessments which includes interviews, in person meetings, telephone calls and even WhatsApp conversations, priority areas and initiatives were discovered as well standard pillars for implementation. Recommendations providing options for the priority areas were also put forward.
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Annexes

List of Tourist Destinations

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**SAINT DAVID**

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<td><strong>SAINT ANDREW</strong></td>
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<td>Madame Pierre Museum</td>
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<td>Petite Martinique</td>
<td>Piton Trail</td>
<td>Public site</td>
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List of Interviewees
The following persons were interviewed in efforts to provide firsthand supporting evidence during the research phase of this project.

Statutory Bodies

<table>
<thead>
<tr>
<th>Title/Organization</th>
<th>Name</th>
<th>Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman: Grenada Tourism Authority</td>
<td>Barry Collymore</td>
<td>Brief discussion held to facilitate interview process with team</td>
</tr>
<tr>
<td>Research Officer: Grenada Tourism Authority</td>
<td>Samantha Thomas-Clyne</td>
<td>Interviewed via telephone to understand the GTA’s role in digitalization</td>
</tr>
<tr>
<td>Digital Consultant: Grenada Tourism Authority</td>
<td>Kimron Corion</td>
<td>Interviewed to discuss special digital projects undertaken and those ongoing</td>
</tr>
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Stakeholders

<table>
<thead>
<tr>
<th>Title/Organization</th>
<th>Name</th>
<th>Involvement</th>
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<tbody>
<tr>
<td>Gouyave Fish Friday Festival</td>
<td>Dr. George Vincent</td>
<td>Interviewed as the founder of the experience</td>
</tr>
<tr>
<td>Gouyave Fish Friday Festival</td>
<td>Recee Sam Mathlin</td>
<td>Interviewed as one of the main volunteers for this experience</td>
</tr>
<tr>
<td>Concord Waterfall</td>
<td>Cardeem Baptiste</td>
<td>Interviewed</td>
</tr>
<tr>
<td>Concord Waterfall</td>
<td>Sheilia Charles</td>
<td>Interviewed as a tour operator based in one of the experiences</td>
</tr>
<tr>
<td>Concord Waterfall</td>
<td>Nigel Forrester</td>
<td>Interviewed as the one of the tour operator company’s based in Concord</td>
</tr>
<tr>
<td>Accountant: Grenada Cocoa Association</td>
<td>Samuel Brathwaite</td>
<td>Interviewed as the one overseeing the operations and second in command to the General Manager</td>
</tr>
<tr>
<td>General Manager: Grenada Cocoa Association</td>
<td>Andrew Hastick</td>
<td>Briefly interviewed as the person in charge of both the Grenada Cocoa Association and the Diamond Chocolate Factory</td>
</tr>
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</table>
List of Contacts/Important Actors – Agri-Tourism Industry

The following list of persons and their respective organizations have been identified as key players in the agri-tourism industry.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name/Title</th>
<th>Contact Info</th>
<th>Role</th>
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<tbody>
<tr>
<td>Grenada Tourism Authority</td>
<td>Barry Collymore</td>
<td><a href="mailto:bcollymore@gmail.com">bcollymore@gmail.com</a>, +1 473 534 5901</td>
<td>Leads the direction of the GTA and signs off on all major projects</td>
</tr>
<tr>
<td></td>
<td>Chairman</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kirl Grant Hoschtialek</td>
<td>Manager of Product Development &amp;</td>
<td><a href="mailto:khoschtialek@puregrenada.com">khoschtialek@puregrenada.com</a>, +1 473 440 2279</td>
<td>Advises and oversees the development of attractions controlled by</td>
</tr>
<tr>
<td></td>
<td>Research</td>
<td></td>
<td>the GTA</td>
</tr>
<tr>
<td>Kimron Corion:</td>
<td>Digital Consultant</td>
<td><a href="mailto:kimron@kimroncorion.com">kimron@kimroncorion.com</a>, +1 647 895 5604</td>
<td>Advises and oversees all digital projects executed by or participating in by the GTA</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Grenada Hotel &amp; Tourism Authority</td>
<td>Clevon Noel</td>
<td><a href="mailto:cnoel@ghta.org">cnoel@ghta.org</a>, +1 473 444 1353</td>
<td>Oversees all projects undertaken by the GHTA</td>
</tr>
<tr>
<td></td>
<td>Chief Technical Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Tourism</td>
<td>Delysia Decoteau</td>
<td><a href="mailto:sto@tourism.gov.gd">sto@tourism.gov.gd</a>, +1 473 440 0366</td>
<td>Provides technical support to all projects undertaken by the Ministry of Tourism</td>
</tr>
<tr>
<td></td>
<td>Senior Technical Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Agriculture</td>
<td>Elvis Morain</td>
<td><a href="mailto:agriculture@gov.gd">agriculture@gov.gd</a>, +1 473 440 2708</td>
<td>Assists the Minister for Agriculture with implementing Grenada’s agricultural policy</td>
</tr>
<tr>
<td></td>
<td>Permanent Secretary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grenada Cocoa Association</td>
<td>Andrew Hastick</td>
<td><a href="mailto:gca@spiceisle.com">gca@spiceisle.com</a>, +1 473 440 2933</td>
<td>Oversees and manages all activities of the Diamond Chocolate Factory</td>
</tr>
<tr>
<td></td>
<td>General Manager</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Samuel Brathwaite</td>
<td></td>
<td>Oversees the accounts and operations of the Diamond Chocolate Factory</td>
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<tr>
<td></td>
<td>Accountant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grenada Co-operative Bank</td>
<td>Carlene Phillip Frank</td>
<td>+1 473 440 2111</td>
<td>Oversees all programmes and strategies undertaken by the Bank</td>
</tr>
<tr>
<td></td>
<td>Senior Manager, Programme &amp; Strategy</td>
<td></td>
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<tr>
<td>Grenada Development Bank</td>
<td>Mervyn Lord</td>
<td><a href="mailto:gdbbank@spiceisle.com">gdbbank@spiceisle.com</a>, +1 440 2382</td>
<td>Oversees the Bank and all financial and technical assistance it provides</td>
</tr>
<tr>
<td></td>
<td>Director/Manager</td>
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List of Contacts/Important Actors – Digitalization

The following list of persons and their respective organizations have been identified as key players who can contribute to the digitalization process based on the priority areas identified.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Name/Title</th>
<th>Contact Information</th>
<th>Involvement</th>
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<tbody>
<tr>
<td>Ministry of ICT</td>
<td>Finley Jeffrey</td>
<td><a href="mailto:pmsec@gov.gd">pmsec@gov.gd</a></td>
<td>Given specific responsibility for the ICT sector at the Ministry of ICT</td>
</tr>
<tr>
<td></td>
<td>Permanent Secretary</td>
<td>+1 473 440 2255</td>
<td></td>
</tr>
<tr>
<td>FLOW</td>
<td>James Pitt</td>
<td>+1 800 804 2994</td>
<td>Oversees the broadband service provider</td>
</tr>
<tr>
<td></td>
<td>Country Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIGICEL</td>
<td>Stephen Flint</td>
<td>+1 473 439 4500</td>
<td>Oversees the broadband service provider</td>
</tr>
<tr>
<td></td>
<td>Chief Executive Officer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRENLEC</td>
<td>Clive Hosten</td>
<td>+1 473 440 2097</td>
<td>Oversees the operations of the electricity services</td>
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<tr>
<td></td>
<td>General Manager Ag.</td>
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List of Contacts/Important Actors – Training Services

The following list of persons and their respective organizations have been identified as support services with the ability to aid on the journey to digitalization.

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<tr>
<td>Business Support Center</td>
<td>Hillary Lawrence</td>
<td><a href="mailto:hlaw@bsc.gd">hlaw@bsc.gd</a></td>
<td>Provides training services to small businesses such as digital marketing</td>
</tr>
<tr>
<td></td>
<td>Partner</td>
<td>+1 473 407 5107</td>
<td></td>
</tr>
<tr>
<td>Grenada National Training Agency</td>
<td>K. Lincoln Morgan</td>
<td><a href="mailto:info@grenadanta.gd">info@grenadanta.gd</a></td>
<td>Provides training and TVET certification</td>
</tr>
<tr>
<td></td>
<td>Chief Executive Officer</td>
<td>+1 473 435 9092</td>
<td></td>
</tr>
<tr>
<td>T.A. Marryshow Community College</td>
<td>Dr. Ronald Brunton</td>
<td><a href="mailto:info@tamcc.edu.gd">info@tamcc.edu.gd</a></td>
<td>Oversees post-secondary, tertiary and further education certification</td>
</tr>
<tr>
<td></td>
<td>Principal</td>
<td>+1 473 440 1389</td>
<td></td>
</tr>
<tr>
<td>St. George’s University</td>
<td>Kered Clement</td>
<td><a href="mailto:kclement@sgu.edu">kclement@sgu.edu</a></td>
<td>Manages and oversees all internal communications of the University</td>
</tr>
<tr>
<td></td>
<td>Director of Communications</td>
<td>+1 473 405 7278</td>
<td></td>
</tr>
</tbody>
</table>
Minutes of Interviews Conducted

Subject: Ms. Reece Sam  
Capacity: Gouyave Fish Friday Festival Committee Member  
Method: Zoom Platform

**Interviewer:** Do you play any role with reference to contributing to the digitalization of the Fish Friday Festival?

**Ms. Sam:** The Facebook page was originally developed by the Peace Corps, but I took over the management of it by posting information weekly, what is happening, what you can get there, pictures and just keeping it alive and reminding people what is happening, and if there were entertainment, whatever is new, that’s happening, we will put it out there. So that I’ve been involved in terms of making it digital. Also, in terms of traditional advertising, on television, and radio, I have been the person that would script the ads, develop the adverts, and make sure that it gets as much Airplay as possible.

**Interviewer:** Does that mean that you role within the festival is heavily linked to marketing?

**Ms. Sam:** Yes, it’s heavily linked to marketing. Whenever we have events, that is role I play.

**Interviewer:** With regards to a website, does the festival have one at present?

**Ms. Sam:** No, we don’t have a website.

**Interviewer:** Does that mean that your form of digital promotion has been focused more on social media?

**Ms. Sam:** Yes, only social media platforms. A website has been a dream.

**Interviewer:** In terms of the processes within the experience, are any of those digital.

**Ms. Sam:** Everything is still very much manual.

**Interviewer:** Do patrons of the festival have any access to Wi-Fi?

**Ms. Sam:** No, Wi-Fi is not available.

**Interviewer:** In your opinion, what are the processes that are least advanced and need improvement in terms of the operations of the festival?

**Ms. Sam:** I think the bar services could be improved. It is like a tent, with someone selling drinks from a cooler, it needs to be more themed, it needs to be not just a bland tent with metal poles. I think we can have themed seasonal branding or decorating which will add to the quality of the festival. Better lighting devices, in terms of operation, at the Grennoca level, I don't know how much of our operation is electronic or how much of an electronic database we have. The need for the return of the farmer’s market weekly. The festival has always been about the craft, supporting the fishermen and the farmers. Reintroducing the link up with stakeholders such as GTA who brought people to the festival at one point and take care of them at a pay after system.
Interviewer: I had this conversation vaguely with the founder; Doctor Vincent. Before Covid, did the GTA schedule visits to the experience?

Ms. Sam: It stopped, we don't have that anymore, we haven't had that for a while.

Interviewer: Are statistics reflecting visitor arrivals recorded?

Ms. Sam: I believe there were impacts of it. It was done as an economic impact survey that was done. I or Dr Vincent can send it to you. I think it was after like a year or more when we did an economic impact survey of the turnover. It calculated the monetary turnover; this is how we determine that we have like three different crowds come into fish Friday.

Interviewer: Was fish Friday, ever a part of any other study like this, you know, becoming more digitalized? And if so, do you know?

Ms. Sam: I don't know if it was. The best person to answer that question for you would be Dr Vincent.

Interviewer: In your opinion, do you think Fish Friday’s rural location contributes in any way to the gap in digitalization?

Ms. Sam: Yes, I think so. I really believe that because it is on the outskirts, and it’s not necessarily on the tourist belt. It has suffered some level of neglect, and sad to say but sometimes depending on who’s behind these kinds of initiatives, sometimes based on who you are, things get sidelined as well. It isn’t made a priority.

Interviewer: Besides funding, do you think there are any other barriers that would contribute to the lack of digital transformation?

Ms. Sam: Funding is very broad but you have to look at it as well as human resources. You have to look at the training of the human resource to get up to speed with the training of the vendors to be able to use digital media, digital forms of promoting and digital forms of selling.

Interviewer: What players do you consider most relevant for advancement in this transformation?

Ms. Sam: Yes, I think the bank is one because they need to be able to fully collaborate with the bank to take these orders and so. I think that would help because, you know, at the end of the day, Fish Friday is an investment. It’s a mobile business that requires funding for many things including equipment, warmers, and coolers.
Interviewer: What was your regarding the digitalization of different experiences in the tourism sector in Grenada?

Mr. Corion: The whole idea is that before, when people come and experience a destination they try to find out as much as they can about the destination, they try to get a bit of a virtual experience before making a decision. We live in a world where globalization and digitalization have made the world very small so there are destinations and countries that right now you can go to and have virtual tours. You can do an entire virtual tour in some countries and just your experience in that virtual tour then you know you are like, oh my God this is so amazing, I want to go and experience that in person. The problem is that Grenada was nowhere, it’s not even on the map where those things are concerned. My role now was to try to present that rationale that this is the way or this is the road that we need to go and my field is in digital media so I decided that is what I was going to push.

Interviewer: If you were to assign a percentage to how far we’ve gotten versus how far we have to go in terms of that digital penetration, would you be able to comfortably put a figure on it?

Mr. Corion: Something to note, one of the issues that we have and that’s not like in GTA, or the Ministry of Tourism but across the board in Grenada is we do a lot of groundwork, we do a lot of planning, we create a lot of strategies and then that’s it. We don’t go beyond execution, so one of our problems in Grenada is we have the problem of execution. About a year or a year and a half ago the Ministry of Agriculture held a three or four-day symposium on agro-tourism where they came up with a full agro-tourism plan. There were experts brought in from outside, people who went around and looked at the tourism product, looked at the agricultural product to see how they can be fused. Getting that information, I think will give us a lot of great insights.

Interviewer: When you look at the stakeholders in the industry, what do you think are some of the processes that some of these operations would undergo, that are the least advanced when it comes to being digitized?

Mr. Corion: I can tell you what the biggest problem would be in all tourism industries. That is, we operate on a cash system everywhere one goes. I’ve tapped my card, or by phone or whatever, and I pay, and that’s it. People come from other countries with that same mindset. They come to Grenada and go to the market, and they want to buy something and they don’t have any cash. If they want to buy something they want to tap and none of our merchants offers anything where people can buy using the cards. That’s the first big issue. We don’t even have an ATM by the cruise ship port, for example, we are not maximizing the amount of money that we can make as a country because we have not given people the avenues to spend their money, our payment system is a bit outdated.
Interviewer: Are there any platforms you would recommend for stakeholders in terms of maximizing reach online?

Mr. Corion: The foundation of deciding is to start with an understanding of your target audience in marketing and business. Know your target audience. Unfortunately, that is the foundation of everything that you do, understanding what your objectives are. The next step is to try to figure out which platform they're on. If it's Facebook, then that's where it needs to be, if it's Instagram, that's where it needs to be. We make the mistake in Grenada, of trying to go with the platform that's popular in Grenada not realizing that you're not targeting Grenadians. What's important is which platform the people that you're targeting and which platform they're on.

Interviewer: In terms of rural tourism, can you think of any other cases where you see a case of digital transformation that gave the entire industry such a boost, one that you can identify as a benchmark?

Mr. Corion: The problem is that there isn't an experience surrounding many of our attractions, even though we call them tourism experiences, there isn't an experience because they're just something to see. When they go to the fort, visitors can do is just go walk around, take pictures, and that's it for 15 minutes and they're done. They literally can't spend three hours on the fort, because there's nothing to do. There is no experience there. Going back to your question, I can't think of something off the top of my head, like a rural case study for digitization?

Interviewer: Do you know of any material or studies done that you think might be relevant to this project.

Mr. Corion: Apart from the Agro Tourism plan mentioned, there is a sustainable tourism development master plan that was recently created. Some experts came in and they created a sustainable tourism master plan for going forward. That's within the Ministry of Tourism. Also, some consultants came in from Jamaica, and some from a Spanish speaking country, that came in specifically to look at Community tourism. They created community tourism documents, and community tourism plans. I know the team from Jamaica they were focused exclusively on community tourism, and they did a full report of what we can do. They looked at rural tourism and stuff like that, if you get your hand on that as well that will be one of those things that will help you with what you're doing.
Subject: Mrs. Samantha Thomas-Clyne
Capacity: Research Officer, Grenada Tourism Authority
Method: Email

Interviewer: What is your role/interest/work/relationship within the tourism sector? *(Inclusive of any current and past tourism related roles outside of the GTA)*
Mrs. Clyne: Research Officer

Interviewer: How would you classify the level of digitalization that exists in the sector?
Mrs. Clyne: About 35%. The accommodation sector has taken the lead in this area particularly with facilitating online payments, keyless entry into rooms, reservations/registration, digital marketing, and digital menus at their restaurants, going paperless, etc. However, there are some gaps with taxi/tour operators where some do not have an email address to begin with.

Interviewer: When you assess the sector, which of the current operation processes have the most gaps? *(Maybe they are still manually operated and can be improved via virtual ones).*
Mrs. Clyne: Going paperless. Having the technology in order to reduce printing etc. & facilitating online payments and or booking.

Interviewer: What digital processes have made the most impact/reach?
Mrs. Clyne: Contact Tracing during the COVID-19 pandemic

Interviewer: What processes are least advanced? What are the gaps?
Mrs. Clyne: Online payments

Interviewer: How are your responses above different with respect to the rural context?
Mrs. Clyne: Most of our rural tourism consist of a lot of attractions which has zero to little digitization happening.

Interviewer: Has any study been conducted in relation to digitalization in the sector?
Mrs. Clyne: YES. George Washington University (GWU) Consulting project which spoke to supporting Grenada tourism during covid-19.

Interviewer: What is the latest report completed on Grenada’s Tourism industry? Were any gaps identified in relation to the lack of digital processes?
Mrs. Clyne: Yes. GWU Consulting project which spoke to Supporting Grenada tourism during covid-19.

Interviewer: What is the best and most up-to-date source that provides a characterization of the market with urban/rural distinction?
Mrs. Clyne: Yes, there is a Community based Tourism File⁶

https://docs.google.com/spreadsheets/d/1zbMPd8FOrNMSXa5N3yElDf8ZhihRAxPQ/edit#gid=366912814

⁶ The community-based tourism file is included in the appendix list.
**Interviewer:** What initiatives/projects/others with respect to digitalization of the tourism sector has the Authority led or participated in? Can you provide some background? What is the status of it?

**Mrs. Clyne:** A small hotels Project was completed where an assessment was done of all the small hotels in Grenada. Training was done to build capacity and a marketing and promotions tool was developed called Simple Stays. See link to website. [https://simplestays.puregrenada.com/simple-stays/](https://simplestays.puregrenada.com/simple-stays/)

**Interviewer:** Has there been any real cases that show clear evidence of technological transformation in Grenada’s rural tourism sector? What are they? Do you have any information on them? What is the status? Any other information?

**Mrs. Clyne:** Efforts have been made. More stakeholders have had stronger presence on social media presence. Credit Card payments, contactless check ins for some accommodations. Some of which was brought on since the covid19 pandemic.

**Interviewer:** In the rural/urban context, would you say any differences exist among the two in terms of digital marketing and processes? And why would you say this is so?

**Mrs. Clyne:** Yes, there is a difference in understanding the digital marketing and promotional opportunities and the different steps to be taken to see a digital transformation.

**Interviewer:** In your opinion, what direction should Grenada move to advance the acceleration of digitalization transformation?

**Mrs. Clyne:** Capacity Building and sourcing the funds to provide the technology.

**Interviewer:** What players/stakeholders do you consider the most relevant for advancing this transformation as it pertains to rural areas?

**Mrs. Clyne:** Community based tourism groups e.g., St. Andrews Development Organization (SADO), GTA, GHTA, Telecommunication companies in Grenada, Tour Operator Associations, National Taxi Associations.
Subject: Ms. Sheilia Charles
Capacity: Operator, Cheers and Treasures
Method: Phone Call

Interviewer: Do you play any role with reference to contributing to the digitalization of Concord Waterfall?
Ms. Charles: No not really

Interviewer: What is the level of digitalization at Concord?
Ms. Charles: There is none. There is no internet and no mobile service.

Interviewer: With regards to a website, does the experience have one at present?
Ms. Charles: No, we don’t have a website.

Interviewer: Does the experience have any social media presence?
Ms. Charles: No, it does not

Interviewer: Has there or is there any digital promotion conducted for the experience?
Ms. Charles: None from persons based at the waterfall, only the Grenada Tourism Authority and any other tour operators that bring visitors to the waterfall

Interviewer: How are payments accepted?
Ms. Charles: We accept cash only payments

Interviewer: In terms of the processes within the experience, are any of those digital.
Ms. Charles: Everything is manual

Interviewer: How do you accept or organize bookings?
Ms. Charles: The tour operator would send a WhatsApp message, but we will only get it when we leave the waterfall that evening. If there is a change, we won’t know unless we receive it the night before.

Interviewer: How do you record visitor information or arrival numbers?
Ms. Charles: We rely on the WhatsApp messages sent by the tour operators. We don’t really keep any records outside of that.

Interviewer: Are you able to give any indication about the visitor demand for the experience?
Ms. Charles: No unfortunately not

Interviewer: What happens if an emergency occurs at that location?
Ms. Charles: In cases like that we will have to run down to the road leading to the waterfall until we can get any mobile service.

Interviewer: Do you know if any studies or research with a focus on digitalization has ever been done on Concord waterfalls before?
Ms. Charles: Not since I started working at the waterfall
Interviewer: What is your role in relation to the Diamond Chocolate Factory?
Mr. Hastick: I’m the General Manager for the Grenada Cocoa Association who operates the Diamond Chocolate Factory.

It is important to note that at this point, Mr. Hastick requested written confirmation from the Government of Grenada and/or the FAO providing evidence that the consultant is authorized to proceed with this type of research as some information divulged are sensitive and confidential. The interview was postponed for a later date.

Interviewer: What is your role in relation to the Diamond Chocolate Factory?
Mr. Brathwaite: I’m the Accountant for the Grenada Cocoa Association and we operate the Diamond Chocolate Factory but I assist with a lot more than just accounting because we have a very small team.

Interviewer: Does the Diamond Chocolate Factory have a website or any social media pages?
Mr. Brathwaite: There is a website that needs to be redone but we have no social media pages.

Interviewer: Which processes within the Diamond Chocolate Factory has been digitalized?
Mr. Brathwaite: The production process at the factory is digitalized. There is a point-of-sale system as well.

Interviewer: How do you accept bookings and orders for products available at the Chocolate Factory?
Mr. Brathwaite: Bookings are sent from the tour operators via WhatsApp messages, but we accept walk in visitors as well.

Interviewer: Are there any statistics on visitor to your experience?
Mr. Brathwaite: The only statistics we have are the ones sent via WhatsApp messenger to our head office at the Grenada Cocoa Association from the Diamond Chocolate Factory at the end of the day. This is the only records we keep.

Interviewer: How is the Diamond Chocolate Factory marketed?
Mr. Brathwaite: We work closely with the Grenada Tourism Authority, and they market the attraction for us through their website and they also include the experience on their tour itineraries.
Interviewer: Can you spot any gaps in your operations in relation to digitalization in your operations?

Mr. Brathwaite: In relation to the way we operate at the factory, there are a few things that can be done better and in a digital way. First, I believe there’s a lot of wastage with our inventory because manual orders are placed, and we depend on the employees to say when more is needed and that includes ingredients as well as additional manpower. Also, the way we accept bookings is manual as well. We have no way to track visitors that come to our attraction, and this should be digitalized as well.

Interviewer: What’s next for the Diamond Chocolate Factory?

Mr. Brathwaite: There is a restaurant already erected on site. The equipment has been ordered and we are simply waiting the post COVID-19 period to begin operating. Our first step is to have it rented to someone interested in starting a restaurant because we don’t have the human resources or any other to manage it. The logic here is that there is nowhere to eat during on a tour of the west coast after leaving Diamond until the tour bus gets to the Belmont Estate location.

Interviewer: What’s next for the Grenada Cocoa Association?

Mr. Brathwaite: There are plans to establish another chocolate factory in the Mt. Horne, St. Andrews location. This one will be bigger than the one at Diamond and will allow visitors the opportunity to drive all the way around it during a tour. It will also have the capacity to produce a lot more pounds of cocoa and in turn more chocolate.
Interviewer: What is your role in the Gouyave Fish Friday Festival?
Dr. Vincent: I am the founder of the Festival.

Interviewer: How is the festival marketed?
Dr. Vincent: The festival isn’t marketed much only by the efforts of the volunteers from the community of Gouyave. Previously, the Grenada Tourism Authority would market the festival a lot and include it on itineraries when they bring travel agents and other tour operators on island. Today, we are no longer included on the itineraries, and we only have a listing on the website.

Interviewer: Does the festival have a website or social media pages?
Dr. Vincent: There is no official website and there was a social media page that was run by a volunteer on the Fish Friday committee – Ms. Recee Sam. The page is inactive now because the festival has been shut down due to the order from the Government of Grenada to suspend all public events due to the COVID-19 pandemic.

Interviewer: What is the level of digitalization in the festival?
Dr. Vincent: For these questions, I would refer you to Ms. Recee Sam. She’s the one who is more knowledgeable about these things, and she is also the one in charge of the marketing. She’s also more actively involved in the running of the festival than I am today.

Interviewer: Is there anything you would like to add before I contact Ms. Sam?
Dr. Vincent: I would like to add that the festival was supported much more before. It is not marketed much, and the community members involved do feel neglected by the Grenada Tourism Authority and the Government of Grenada.
Email Communication
Below is a copy of all email communication sent to any stakeholder requesting support during the research process.

Tornia Charles
Interview Questions - FAO Research
To: Georgia Emery, Cc: Kiri Hoschtialek

28 January 2022 at 3:56 PM

Dear Georgia,

Thank you for speaking with me yesterday. As indicated, I am reaching out to you from my personal email address as the contract with the FAO has already ended. Because of this, I no longer have access to my FAO email address.

As a follow up to my previous email, I would like to share some of the questions for the interview with the Product Development Department so that there is easier flow for the discussion.

I did have an interview with Mr. Kimron Corion in his capacity which turned out to be very helpful. Grateful if this one with the Product Development can be facilitated. Also, considering the current climate, I am happy to do a virtual meeting as well the questionnaire can be completed and sent back to me if it is easier.

Looking forward to your favourable response.

Regards,
Tornia Charles (Ms.)

Charles, Tornia (FAOGD)
Request for Interview
To: khoschtialek@puregrenada, Cc: Michael Church, Tornia Charles

4 January 2022 at 5:26 PM

Dear Mrs. Hoschtialek,

Happy New Year to you and your family! I hope this email finds you well and in good health.

My name is Tornia Charles and I am reaching out to you as the current Consultant for The Ministry of Agriculture, Lands, & Forestry in collaboration with the United Nations Food and Agriculture Organization. FAO and UNWTO signed a Memorandum of Understanding in September 2020 to support countries in promoting and boosting rural tourism as a strategy for generating income and non-agricultural jobs. In the same line, FAO has launched the “1000 Digital Villages Initiative” Programme which is aimed at assessing 1000 rural locations with ecotourism/agro-tourism potential for global promotion.

This regional project aims to design and execute a pilot to learn, document and obtain evidence of the program's effect on homes and communities in 20 villages, then scale it to a minimum of 100 communities in the region.

The project will be implemented in three stages.

1. **Identification and selection of rural tourism experiences**
2. **Quick diagnosis and survey of the demand for the selected experiences**
3. **Structuring and implementation of the project pilots while looking for economies of scale**

In this regard, I would like to request an interview with you to discuss your role as the Manager of Research and Product Development at the Grenada Tourism Authority and the current gaps/needs that may exist within specific experiences on the island in addition to any statistics that may exist in relation to these experiences.

I can be contacted at 473 414 2868 or via the return address.

Looking forward to hearing from you.

Regards,
Tornia Charles
Consultant - Rural Tourism Experiences and Digitization Analyst
Dear Barry,

Thank you so much for speaking with me this morning.

The email below was my initial email to the GTA. At this time, Mr. Michael Church from the Ministry of Agriculture already reached out in November and I also made a visit to the GTA physically in December.

I reached out once again during the months of January and February both in person and via email (from my personal email address as I can no longer access my FAO address due to the contract being closed off) but unfortunately I have yet to pin anyone down. Mr. Corion who is based in Canada did grant me an interview which was very useful. However, I believe the Product Department would be able to provide in depth analysis from a different angle.

In this regard, I would be truly grateful if I can be granted an interview (in person or virtually) with you or any member of the Product Development Department.

Below outlines the context of the research.

Regards,

Tornia Charles (Ms.)