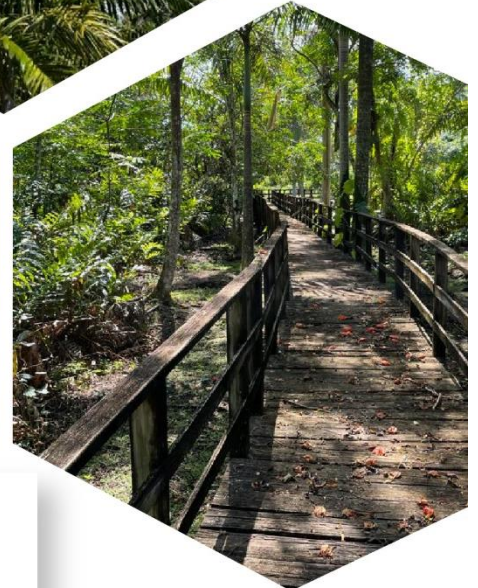




# NEGRIL ROYAL PALM RESERVE



## BUSINESS & MARKETING PLAN

PREPARED FOR  
THE NATIONAL ENVIRONMENT & PLANNING AGENCY  
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## List of Abbreviations

ATV	All-Terrain Vehicle
GoJ	Government of Jamaica
ICT	Information and Communications Technology
IES	International Ecotourism Society
IT	Information Technology
JAYA	Jamaica Yoga Association
JTB	Jamaica Tourist Board
JUTA	Tours
MDAs	Ministries Departments and Agencies
NEPA	Negril Environmental Protection Area
NGM	Negril Great Morass
NRPR	Negril Royal Palm Reserve
PCJ	Petroleum Corporation of Jamaica
PPP	Public Private Partnership
WOM	Word Of Mouth

## Executive Summary

The Negril Royal Palm Reserve (NRPR) is a beautiful, protected forest located within the Negril Great Morass (NGM). Under the stewardship of the National Environment and Planning Agency (NEPA), the NRPR Reserve is brimming with potential to become Jamaica's newest ecotourism attraction and wellness hub. Committed to building a nature-based product that is educational, conservation focused and commercially beneficial to the host community, 52 of the 176.85 hectares have been identified as the controlled area to host the operating zone for the NRPR as an ecotourism attraction.

The Reserve hosts the 2<sup>nd</sup> largest wetland in Jamaica which will be a unique selling point in the ecotourism industry. It is also home to one hundred and fourteen (114) species of plants, including shrubs, herbs, climbers, grasses and ferns; more than three hundred (300) animal species, such as reptiles and fifty-two (52) species of birds which are found nowhere else in Jamaica. These features intertwined with the specific offerings will allow for a diverse experience.

The NRPR will be an addition to Jamaica's niche tourism offering by appealing to the cultural curiosity, environmental consciousness and physical demands of visitors and help to increase awareness of the importance of protecting the environment. The location lends itself to becoming a top tier ecotourism attraction and a premier destination for nature lovers and persons seeking an alternative to traditional attractions, as well as a prime spot for special events such as weddings, gatherings (family, team), environmental tours and photography.

The strategies, market research and the operational framework will see the NRPR breaking into a wide global market. Through strategic marketing and promotional activities, the NRPR will be placed on a path to realise its vision an ecotourism model for protected areas in Jamaica through conservation, sustainable operations and community inclusion thus, becoming globally recognised as a top tier nature-based attraction in the English-speaking Caribbean.

To support the development of dynamic experiences and ensure the financial viability of the ecotourism operations at the NRPR, the business plan has been developed with a phased



approach to the introduction of various attractions over the first three years. Notable in year one a launch of the operating zone will be conducted with appropriate media coverage to showcase the camping and glamping spots, nature walks, bird watching, biking and fishing activities that are accessible to visitors. Year 2 will involve the launch of exotic cabins, wellness centre and spa as well as additional non-water activities such as kayaking.

To support the successful opening of the NRPR's operating zone to locals and tourists a major redevelopment project should be carried out to renovate existing structures and develop additional infrastructure which should be designed to mitigate flooding and ensure resilience against severe weather systems. The capital cost for this redevelopment would have to be determined based on an engineer assessment of the existing infrastructure and roadway and architectural designs which are separate considerations from the budget and operating expenses relating to the NRPR operating zone.

Notably the forecast for the overall capital expenditure for the first two years of startup is US\$353,420.00. With this budget in mind the NRPR operating zone requires a prudent operator (by way of a Public Private Partnership concession arrangement) who has significant experience operating a tourist attraction, who understands the delicate balance that exists in nature and therefore shares the values of the NRPR which include conservation, service excellence, education and recreation. With forecasted gross income of US\$376,839 in year 1 up to US\$1,085,069 in year 3, the NRPR will be a viable business for the right investor/s. However, in any business, risks are a major consideration. As it regards NRPR, some major risks include among other things; natural disasters, financial capability, low guest satisfaction and misalignment between the project plans for the redevelopment and this business plan. With appropriate risk responses and measures being implemented, the high-level risks which have been identified can be properly managed.

With the proposed activities outlined in this Business & Marketing Plan, a truly unique product is waiting to be discovered by nature lovers and explorers. Considering the vision for the area along with the programmes to be implemented, the NRPR will not only be a revenue generating endeavour, but one that fosters a culture of environmental accountability, appreciation and community.



## SECTION 1 – INTRODUCTION

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## Background

The Negril Royal Palm Reserve (NRPR) is located in the southern section of the Negril Great Morass and falls within the boundaries of the Negril Environmental Protection Area (NEPA). The NRPR is approximately 176.85 ha (437 acres) in extent and was initially conceived as a part of a proposal for peat mining in the morass during the 1980's. It was also recognized that the stand of Royal Palms (*Roystonea princeps*) at the south-western corner of the Morass was a remnant of a once much larger wetland forest that had been extensively logged and cut down in previous years. The Royal Palm, from which the reserve gets its name, is endemic to Jamaica, with its growth restricted to the NGM and other wetlands in western Jamaica. Because of the very restricted distribution of the palm globally, the Petroleum Corporation of Jamaica (PCJ) decided to establish the NRPR to protect the rare plant in Negril, as such they are the current owners of the property.

With its unique flora and fauna, 52 hectares of the Reserve has been identified as the perfect area for the development of offerings and accommodations which will focus on ecologically sustainable tourism involving conservation, exploration, tranquility, and adventure. This was noted as the most suitable area within the reserve based on its proximity to the main entrance, the existing infrastructure and water ponds.

The infrastructure in this area has deteriorated over time because of natural weathering and lack of use, rendering it unusable for commercial operations. To safely, effectively, and efficiently open to the public and engage tourists, a major redesign and development of infrastructure and some aspects of the landscape will be required for the NRPR's operating zone. NEPA has indicated its intention to complete the required redevelopment activities for the NRPR. It is anticipated that these activities will be streamlined through a detailed project plan with a phased approach to facilitate opening with the initial offerings within the operating zone and expanding the service options over time. With this redevelopment, the NRPR operating zone will be an attractive space for various ecotourism activities.

## Vision

To become an ecotourism model for protected areas in Jamaica through sustainable operations, cultural immersion, and community inclusion thus, becoming globally recognized as a top tier nature-based attraction in the English-speaking Caribbean.

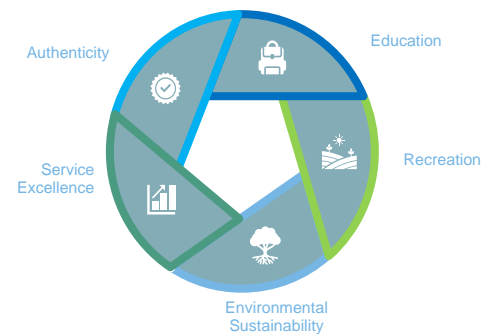
## Mission

Delivering a uniquely Jamaican brand of eco-tourism that exposes visitors to our extraordinary culture, the natural wonders of our landscape which is rich in biodiversity and endemism, as well as to underscore the importance of environmental sustainability. Thus, empowering our community through education, engaging in partnerships with like-minded business enterprises and enabling sustainable commercial operations.

## Core Values

The following core values are best represented by the quadratic triangles with the central point being conservation. The core values are the guiding principles for the operation of the Reserve:

- ✿ **Authenticity** – promoting brand Jamaica in our activities which involves culturally unique interactions.
- ✿ **Service Excellence** – because first impressions last and serving others should be effortless (as the desire to serve comes naturally), effective (by successfully responding to the needs and concerns of visitors and guests) and consistently pleasant.
- ✿ **Environmental sustainability** – supporting sustainable practices are critical to the successful operation of the Reserve.
- ✿ **Education** – to protect the environment, we must educate our team, visitors and community regarding the importance of maintaining the delicate balance between man and nature.
- ✿ **Recreation** – relaxation and entertainment are necessary human experiences and in the context of the Reserve, it would ensure viable economic returns to maintain the space.



## Business Goals and Objectives

The following are the high-level goals and associated objectives that will guide the first three years of operation within the NRPR operating zone:

**TABLE 1 – GOALS AND OBJECTIVES**

GOALS	SHORT-TERM OBJECTIVES	MEDIUM-TERM OBJECTIVES	LONG-TERM OBJECTIVES
<b># 1: Attract an astute environmentally conscious investor(s) with strong business acumen and financial resources to collaborate with the Government of Jamaica (GoJ) in the establishment of the NRPR operating zone.</b>	<ul style="list-style-type: none"> <li>i. Develop and assess feasibility of a viable commercial structure and Development Plans for the NRPR as an attractive investment opportunity by Q2 2021.</li> <li>ii. Develop and execute the appropriate framework to attract investors by Q4 2021.</li> </ul>	<ul style="list-style-type: none"> <li>i. Complete phase 1 of the infrastructure for the NRPR operating zone by in keeping with the Development Plan by Q1, 2022.</li> <li>ii. Execute agreement with best fit Investor/s by Q2 2022.</li> <li>iii. Investor secures initial start-up capital investment of at least USD500,000 within 3 months (Q3, 2022) of agreement for NRPR operations.</li> </ul>	<ul style="list-style-type: none"> <li>i. 100% completion of the redevelopment project and a maintenance plan implemented for the facility by year Q4 2023</li> <li>ii. Complete and initiate Investor start-up action plan by nine months before opening.</li> <li>iii. Increase in investors’ investment in the NRPR operating zone by at least 40% by year 2 of operations.</li> </ul>
<b># 2 – To attract 28,000 visitors (international and locals) in the first 3 years of operations.</b>	<ul style="list-style-type: none"> <li>i. To obtain the necessary Jamaica Tourist Board license and regulatory permits as a tourist attraction in Q1 2023.</li> <li>ii. To execute opening of the NRPR operating zone by Q2 2023.</li> </ul>	<ul style="list-style-type: none"> <li>i. Grow number of visitors month on month by at least 10% in year 1 of operations</li> </ul>	<ul style="list-style-type: none"> <li>i. To obtain the necessary Jamaica Tourist Board license for tourist accommodations in Q1 year 2 of operations.</li> <li>ii. Achieve 85% guest satisfaction level by year 3 of the NRPR operations.</li> <li>iii. Achieve occupancy rate for the cabins of 90% during peak season and an average of 50% during off-season by year 3.</li> <li>iv. Achieve 10% of repeat visitors annually (Year</li> </ul>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

GOALS	SHORT-TERM OBJECTIVES	MEDIUM-TERM OBJECTIVES	LONG-TERM OBJECTIVES
			2–year 3). v. Increase number of visitors by at least 90% year on year (Year 2-3).
<b><i># 3 – To increase awareness of the NRPR operating zone by locals and international visitors.</i></b>	i. Launch strategic marketing and communication campaign 3 months prior to opening date for NRPR operating zone. ii. To establish an online presence 3 months before opening. iii. Establish community linkages with at least 3 local business/individual enterprises three months prior to opening of the NRPR operating zone. iv. To establish partnerships with 6 other local attractions by Q1, Year 1 of operations.	i. To develop customer relationships with specific target groups 4 local schools, 1 environmental/scientific group by Q1, Year 1 of operations. ii. To have established partnerships with at least 6 travel agents/websites and 3 tour operators by Q1, Year 2.	i. Achieve 60% in the local market awareness and 40% awareness in international visitors to the Negril area by Year 3.
<b><i>#4: To establish the NRPR's brand of ecotourism that involves preservation and conservation activities.</i></b>	i. Develop and approve Development Plans for the NRPR operating zone by Q4 2021. ii. To implement eco-friendly solutions in all common areas (such as solar lighting and recycled paper etc) by Q1, Year 1.	i. To complete an environmental impact assessment in Q1 Year 2 of NRPR operations. ii. To implement a volunteer program geared towards environmentalists and other interest groups within the NRPR operating zone by Q2, Year 2. iii. To partner with at least one (1) environmental organization by Q2, Year 2 in furtherance of among other things,	i. To implement any remedial recommendations from the environmental impact assessment report of Year 2 by Q1 Year 3

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

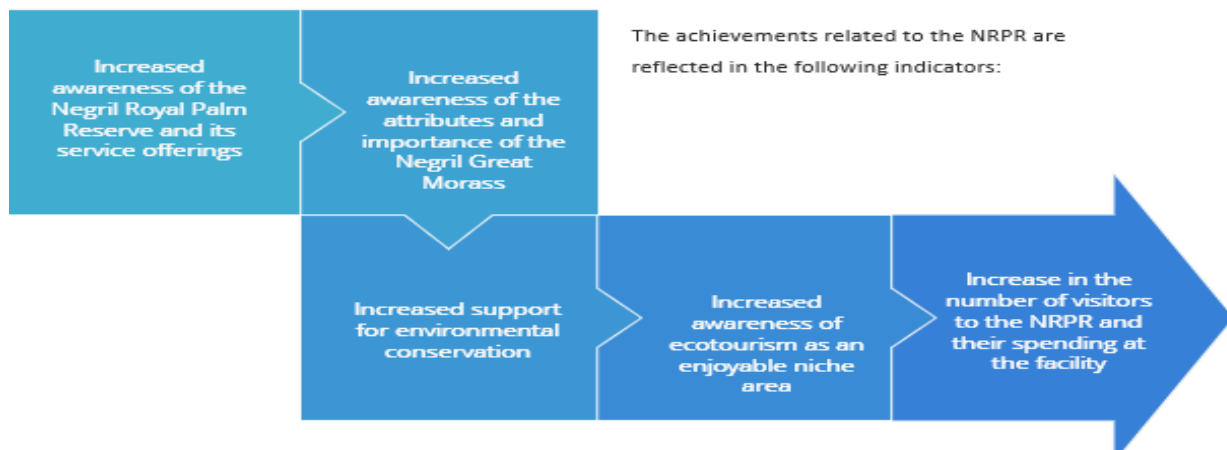
GOALS	SHORT-TERM OBJECTIVES	MEDIUM-TERM OBJECTIVES	LONG-TERM OBJECTIVES
		<p>developing sensitization programs regarding preservation and/or conservation.</p> <p>iv. 10% increase in visitors for educational tours annually (year 2 – 3).</p> <p>v. To host at least one (1) environmentally focused event in each financial year over the first three (3) years of operations.</p> <p>vi. To support the establishment of a community-based recycling program by Q3 Year 2</p>	
<p><b><i># 5 To establish a financially sustainable commercial venture that can achieve breakeven within the first 5 years of operations.</i></b></p>	<p>i. Develop/update and establish monitoring framework for startup expense budget and three (3) year financial forecast for the NRPR operating zone six months before opening date.</p> <p>ii. Manage operating expense budget to ensure no more than 4% deviation in the first year of operations.</p> <p>iii. Establish financial policies and procedures in keeping with accounting standards in the Year 1.</p> <p>iv. Develop and implement risk management framework by Year 1 of operations</p>	<p>i. Provide strategic training for all staff in the areas of customer service, environmental sustainability and tour management to support operations by Q1, Year 2.</p> <p>ii. Establish an independent income stream with limited overheads or operating expenses to complement existing offerings by Q4, Year 2.</p> <p>iii. Grow average spend per visitor Year on year (Year 1-2)</p>	<p>i. Establish a consistent allocation of earnings from revenue to finance operating expenses for the facility by year three (3).</p> <p>ii. Increase sales by a minimum of 30% year on year (Year 1-2-3)</p>

## Expected Accomplishments

Based on the business goals and objectives, the expected accomplishments of an effectively and efficiently operated NRPR facility are as follows:



## Supporting Indicators



## Critical Success Factors

There are several factors which have been determined to be critical for the achievement of NRPR's business goals and objectives. These include:

- ❖ **Redevelopment Project.** A detailed plan for the development of the NRPR operating zone into a boutique ecotourism attraction implemented by a competent project team and guided by a steering committee with strong interest in realizing the vision for the space.
- ❖ **Partnership.** Early establishment of formal partnership between the key governance partners and stakeholders in the Negril area as well as complementary attractions.
- ❖ **Authentic Offerings.** Securing activities at the location that is consistent with ecotourism and the cultural dynamism of Brand Jamaica that will be appeal to the target market.
- ❖ **Operational Capacity.** Identifying and engaging a competent Management Team and staff as well as contracting suitable external service providers to support operational capacity of the NRPR.



- ✳ **Marketing & Promotion.** The design and implementation of a strategic marketing and promotion programme to drive awareness and attract locals and international travelers to visit and select the NRPR as the camping and glamping location of choice.
- ✳ **Monitoring and Assessment of User Impact.** Ongoing research and assessment of the impact of occupants and users on the existing flora and fauna is necessary to maintain the required balance for the flora and fauna located at the Reserve.
- ✳ **Strategic Oversight and Involvement.** Establishment of an oversight mechanism consisting of competent business and environmental interests for the provision of insights and strategic guidance for the development and management of the NRPR.
- ✳ **Risk and Recovery.** Ongoing assessment of risk guided by a strong risk management framework and business recovery strategies, in the event of a disaster or emergency events that may disrupt the operations of the NRPR.

The table below speaks the potential impact of the critical success factors on the NRPR operating zone’s goals and objectives, and ultimately the success of its entry into the ecotourism market.

**TABLE 2 – CRITICAL SUCCESS FACTORS AND THEIR IMPACT ON GOALS AND OBJECTIVES**

SUCCESS FACTOR	GOAL IMPACTED	TARGETED RESPONSE
<b>Redevelopment Project</b>	1, 2 & 5	Redevelopment project executed on a phased basis over the 3-year period
<b>Partnership</b>	2 & 3	More than 10 partners needed in the community, the tourism sector, government, and environmental groups.
<b>Authentic Offerings</b>	2	Obtain JTB licences for tourism attractions.
<b>Operational Capacity</b>	5	Secure a competent and well-trained team to improve operational capacity and support overall growth in the number of visitors.
<b>Marketing and Promotion</b>	2, 3 & 5	Execute marketing and communication campaign to increase brand awareness and visitors during the 3-year period.
<b>Monitoring of user impact</b>	4	Execute at least 1 Environmental impact assessment in the first 2 years of operations.
<b>Strategic oversight and involvement</b>	4 & 5	Establishment of oversight committee or mechanism consisting of competent business and environmental interests.
<b>Risk and Recovery</b>	5 & 2	Creation of a risk management framework and development of crisis management plan, security plan, health and safety plan, business continuity plan, management plan, emergency management and response plan.

## SECTION 2 - ECOTOURISM OVERVIEW & COMPETITIVE ANALYSIS

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## Ecotourism Defined

The International Ecotourism Society (IES) defines ecotourism as “responsible travel to natural areas that conserves the environment, sustains the well-being of the local people and involves interpretation and education.”<sup>1</sup> This type of tourism is categorized as sustainable tourism and is geared towards lessening any negative impact on the natural ecosystem while educating visitors. The Global Development Research Center emphasizes that, “Eco-tourism focuses on local cultures, wilderness adventures, volunteering, personal growth and learning new ways to live on our vulnerable planet.”<sup>2</sup> Accordingly, as an ecotourism attraction, the NRPR operating zone will offer cultural exploration, environmental sensitization (involving preservation and conservation efforts) and activities that appeal to the body and mind.

## NRPR Local Ecotourism Competitors

There are a few recognized ecotourism facilities in Jamaica with similar offerings as the NRPR based on the following criteria of ecotourism appeal as well as camping and cabin accommodations and wellness focus. Some of these competitors are as outlined in Table 3 below.

**TABLE 3: LOCATIONS WITH SIMILAR OFFERINGS TO NRPR**

Attraction	Service Offerings						Parish
	Camping	Cabins/Rooms	Events	Gift Shop	Day Activities	Wellness Centre	
NRPR	Yes	Yes	Yes	Yes	Yes	Yes	Westmoreland
Blue Mountain Retreat & Campsite	Yes	No	No	No	No	No	Portland
Hollywell	Yes	Yes	Yes	No	No	No	St. Andrew
Zion Country Eco Beach Cabins	No	Yes	Yes	No	Yes	No	Portland
Hotel Mockingbird Hill	No	Yes	Yes	Yes	Yes	Yes	Portland
Mahogany Estate	Yes	No	Yes	No	Yes	No	Westmoreland

<sup>1</sup> <https://ecotourism.org/what-is-ecotourism/>

<sup>2</sup> Sustainable Tourism Info Sheet (ND). <https://www.gdrc.org/uem/eco-tour/etour-define.html>

Notably, the NRPR is the only facility with the collection of service offerings as indicated by the table above. NRPR is positioned to cut into existing market share of ecotourism attractions given the location, in the heart of Jamaica’s tourist belt – Negril. As well as the wide array of service offerings at competitive pricing with modern amenities.

### ***Competitor Strengths***

- Most of these attractions are established ecotourism locations. The NRPR will need to build brand awareness to increase market share.
- Many of the competitors boast diversified flora and fauna. However, the NRPR offers endemic flora and fauna.
- The competitors have product offerings that attract visitors. The NRPR will offer similar offerings with a few unique features such as glamping.

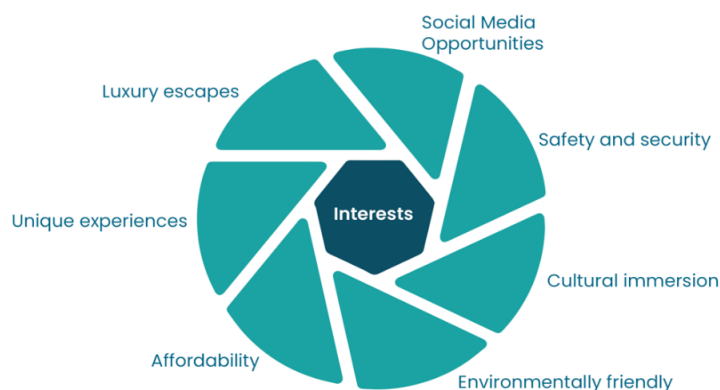
### ***Competitor Weaknesses***

- There is homogeneity across competitor locations – the NRPR has far more offerings as per the table above.
- Competitors’ locations are not central. The NRPR is near the town and major roadway.

## Considerations for Destination Selection

Important considerations for the NRPR as an ecotourism attraction are the preferences of international visitors when selecting a destination. The nature of the Tourism Industry is one where international travelers have preferences for a destination or location based on one or more of the following attributes as outlined in Fig. 1.

**FIG. 1 PRIORITY ATTRIBUTES WHEN SELECTING A DESTINATION AND A LOCATION**



Being mindful of these attributes, the NRPR operating zone will seek to capture at least five (5) of the seven (7) attributes listed above through its cultural and environmental focus, reasonable price point for entry, unique experience within a protected area and safety and security protocols.

### Updated SWOT Analysis

The SWOT analysis highlights the internal strengths and weaknesses of the proposed positioning of the NRPR as an ecotourism attraction, as well as the external opportunities and threats that may face the operations. The objective of the SWOT Analysis is to highlight the various areas of focus, contingency planning needs and prospective areas to be leveraged for NRPR to achieve its business objectives as outlined in this Business Plan. The SWOT outlined below should be looked at in conjunction with the NRPR Situation Analysis (March, 2021).

Based on the details of the SWOT, the NRPR will implement, monitor and support all levels of this Business Plan to achieve its objective. The development of the NRPR operating zone as a premier ecotourism destination requires an enabling environment and the fiscal space to develop and grow.

#### **SWOT BREAKDOWN**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Diversified product offering for local and international visitors</li> <li>• Integration with the local community</li> <li>• Rich stock of natural habitat, flora and fauna as well as endemic species</li> <li>• Rich cultural attractions</li> <li>• Long established tourism industry</li> <li>• Strong national support organisations: Jamaica Tourist Board, private sector advocacy associations such as the PSOJ.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of readily available skilled eco-tourist guides</li> <li>• Product centric strategy</li> <li>• Product location is not beachfront</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• There is a health and eco thrust globally</li> <li>• Large hotel brands that do not have an ecotourist arm may be open to adding new attractions for their roster for its guests.</li> <li>• Tour operators are open to partnerships to add new attractions to their roster.</li> <li>• Very few players in the ecotourism market in the Negril area.</li> <li>• Ecotourism international certifications can bolster recognition</li> <li>• Brand Jamaica is strong in major markets (Canada, United States and United Kingdom).</li> </ul>	<ul style="list-style-type: none"> <li>• Industry highly susceptible to economic shocks</li> <li>• Environmental and socio-cultural issues related to increased volumes of visitors</li> <li>• High crime rate in Jamaica</li> <li>• Strong existing competitors in mainstream tourism</li> </ul>

Based on the details of the SWOT, the development of the NRPR operating zone as a premier ecotourism destination not only requires an enabling environment and fiscal space to establish itself as an ecotourism attraction and the financial funding to grow, but also a strong team to:

- Leverage the strengths of the NRPR to enter the ecotourism space;
- Implement strategies that will address the weaknesses;
- Capitalise on opportunities; and
- To develop a framework to monitor the threats.

The strengths outlined will be used as the selling points to attract visitors to the NRPR and will be leveraged as actions included in the marketing action plan. To turn the weaknesses into strengths, the following will be undertaken:

- Alignment with educational institutions with natural science course offerings from which guides may be identified for volunteerism and internships.
- The attraction strategy will include the location as well as the offerings to capitalise on the location as a preferred destination to align with the niche market.
- The NRPR will seek to differentiate itself from the competition through targeted marketing and integration within the community.
- The NRPR is not a beachfront location which is one of the major selling points of the destination. While this is not an insurmountable challenge it is one which can be

overcome through managing the message and positioning the location as an eco-tourism experience.

- To mitigate against external shocks a strong focus should also be placed on attracting locals to the locations, including events (corporate and private) staycations, excursions and other local initiatives as articulated in the marketing action plan.
- Sustainable practices will need to be implemented to prevent any adverse environmental and socio-cultural displacement.
- Partnership, through the private sector associations and the Jamaica Constabulary Force will assist in curtailing crime.

The Business Plan has included strategies to capitalise on the opportunities to bolster NRPR's offerings and entry into the market, including the following:

- Focusing on well-being and eco-friendly operations.
- Establishing partnerships with large hotel brands that do not have an ecotourist arm and customise itineraries to include partnerships with other established attractions.
- Establishing partnerships with tour operators.
- Seek to develop niche offerings in the Negril area.
- Develop an operation that can qualify for ecotourism and/green international certification.



## SECTION 3 - NRPR's ECOTOURISM OFFERINGS

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## Service Overview

The operator will provide visitors with an assurance that the ecotourism product is managed with a commitment to the environmental, economic and social sustainability. The aim is to encourage sound environmental business management and operational procedures, best practice eco-tourism and the development and delivery of quality tourism experiences. Thereby creating an engaging experience for nature lovers fostering an appreciation for the environment and a state of well-being.

The NRPR will provide sophisticated environmentally conscious accommodations and wellness activities that give visitors an opportunity to disconnect, be inspired by nature and learn about nature. The following is a breakdown of the offerings:

## Initial Offerings (Year 1)

For its initial offering (prior to the completion of the redevelopment) the NRPR will provide:

### Campsites

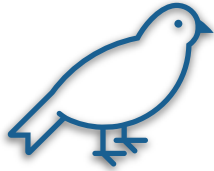
Campsites will be available by way of a constructed raised deck/platform to enhance the experience offered. Visitors can select any of the following options:

- ✘ Booking a Full Glamping Package including camping spot, luxury tent, necessary gear (bedding, lighting, mosquito net, toiletries, lounge chair, blankets), breakfast and special selection of snacks.
- ✘ Booking a standard camping package (sleeping bag, regular tent, lantern and blankets).
- ✘ Booking a camping spot (where they would take their camping gear and tent).

Camping guests will have access to kitchen services (for simple meal prep activities) and external restrooms. They will also participate in an orientation/information session wherein details will be shared regarding health and safety, the special features of the Reserve, environmental preservation and conservation as well as how they can get involved in these efforts.

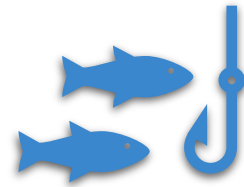
## Venue for Group Activities

For events, visitors can reserve a picnic table and/or gazebo and/or an open space to conduct small gatherings. They will also have access to the restrooms and kitchen for storage of their containerized food or they may request catering services through the NRPR.



**Bird Watching** - Experiencing the outdoors with the calming and popular past time of birdwatching. Visitors can observe birds in their natural habitat whilst boosting your own physical, mental and emotional health. Bird watching has been known to stimulate the brain by helping to form neural connections in your brain and is well suited for persons who are lifelong learners.

**Fishing** - Improves concentration, reduces stress and allows visitors to unplug. An activity that also engages persons physically. It is a good social activity as well as engages persons alone. To control the fish population a catch and release policy is to be developed and implemented.



**Painting Classes** - Painting is growing in popularity as a way to improve one's wellbeing. Participating in the painting classes enables one to relieve stress and pent up emotions by bringing out their artistic nature. Painting allows for the promotion of well-being and creating a space for social connection.

**Pottery Classes** - Pottery activities are considered therapeutic and relaxing. The spinning of clay allows your mind and body to be in a natural synergy which combines with your creative ambitions and goals. It allows you to open up your mind and relieves you of stress.



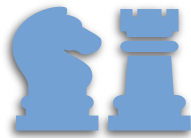
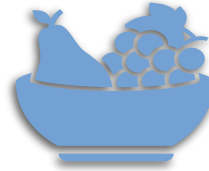
**Cycling** - Known to improve strength balance and coordination, cycling is an ideal form of exercise for persons suffering from osteoarthritis due to its low-impact on the joints. It may have a positive impact on both the mental and the physical. The joy of bike riding along with the exercise impacts mental health conditions such as depression, stress and anxiety can be reduced by regular bike riding.

## Recreation & Wellness Activities



**Guided Nature Walk** - Taking a guided walk means enjoying the beauty, tranquility and perfection of nature with guides who know the land, are committed to your safety and the enjoyment of your experience.

**Snack Bar and Lounge** - Visitors can refresh themselves at the snack bar and lounge where they will find an authentic fresh and locally inspired menu to choose from.



**Outdoor Games and Obstacle Course** - Onsite outdoor games such as cornhole, giant checkers, giant chess, ring toss, hopscotch and an inflated PVC obstacle course which takes individuals through different obstacles. This is a large, inflated floor and has fully netted protection walls for safety.

**Cultural and Artistic Hub** - The NRPR will showcase cultural features which are uniquely Jamaican including dance, music, film, dub poetry and story telling with a dedicated space to exhibit artwork from local artisans during various days and nights of the week and on special holidays.



## Day Pass

Visitors can access the facility during the daily opening hours to enjoy the recreation and wellness activities for a small fee, with children under 10 years old being at no cost. Free Wi-Fi access will be made available to all visitors around the common areas and service buildings. Reservation for picnic tables, outdoor games and access to the obstacle course are also available to all visitors at an additional cost.

## Gardening & Tree Planting

Saplings of endemic species will be available on site for planting to enhance conservation efforts. Visitors will be able to plant a tree to commemorate their visit as well as help to replenish the ecosystem at the Reserve. This is a tangible result and highly engaging exercise.

Planter boxes will also be constructed for planting herbs and flowers to educate visitors about the various species available island wide. Visitors and guests will be able to immerse their hands in soil by participating in activities related to the germination, planting and cultivation process.

## Star Gazing

Guests will have access to telescopes to view the glory of the night sky during their stay.

## Other Options

This exotic space will also be the perfect setting for:

- Special events such as small intimate weddings and family/team gatherings.
- Environmental Research and Educational Tours.
- Photography and film production which requires a rustic backdrop.

## Features to Support Service Offerings

To support service offerings NRPR Operators will provide:

- Bicycles for rental and access to a 2km biking trail.
- Two sightseeing towers.
- Boardwalk.
- six (6) Picnic Tables and two (2) Gazebos.
- Glamping or standard camping gear.
- Kitchen and Snack Bar Services.
- Fish bait, rods and hooks.
- Binoculars for bird watching.

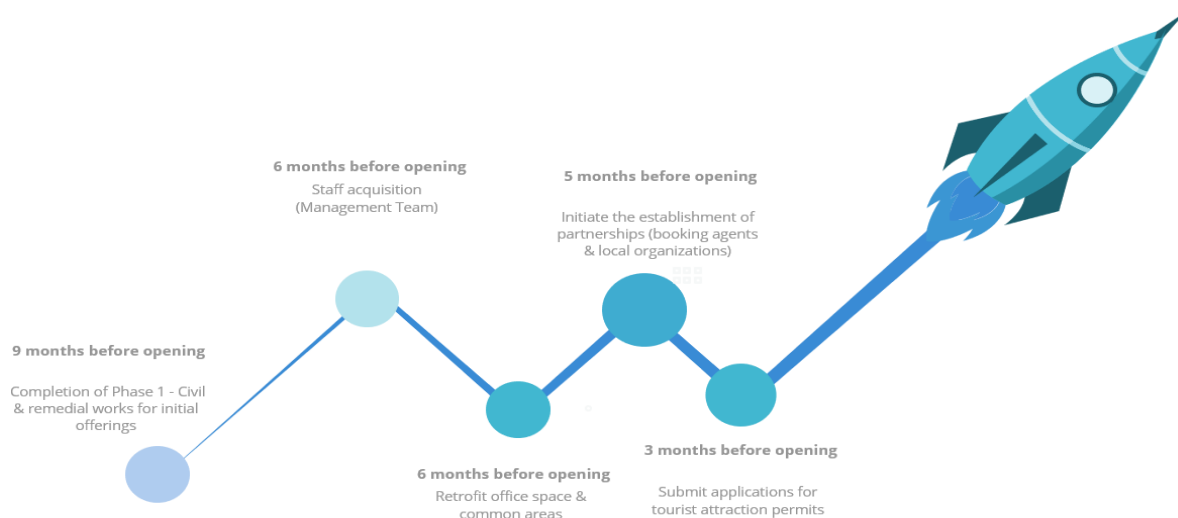
## Criteria for Opening with Initial Offerings

The following criteria must be met prior to opening to the public for the initial offerings:

- Fulsome architectural designs are prepared and approved for development of 1.5 acres of space and the Boardwalk to include flood mitigation features.
- Complete landscaping of common areas for picnic sites and small group events based on agreed designs.

- ✎ Reconstruction of the boardwalk for nature walks and fishing, as well as the deck to facilitate camping area, picnic tables and gazebos.
- ✎ Fully constructed and operational kitchen, external restrooms.
- ✎ Consistent water supply and power supply for common areas, kitchen and rest rooms.
- ✎ Safety & Security Plan developed and roll out initiated to safeguard life and property related to the initial offerings.
- ✎ Emergency Management Plan developed.
- ✎ Funding secured to cover operational expenses for the first eighteen (18) months of operation.
- ✎ Engagement of start-up team to support service offerings.
- ✎ Debushing and dredging of sections of the Pond.
- ✎ Measures to support the fish population in the Pond

## Key Milestones Prior to Opening - Year 1



## Additional Offerings (Year 2)

Upon completion of redevelopment project for the NRPR operating zone, which is expected to be complete by the last quarter of the first year, additional offerings will be rolled out in Q1 Year 2. Based on same, consistent revenues is anticipated to commence in Q3 of Year 2 when these offerings have been established in the marketplace through appropriate marketing and promotion. The additional offerings include:

## Cabin Accommodations

The NRPR operating zone will boast ten (10) exotic cabins: six (6) units that sleeps up to two (2) persons and the other four (4) units will be able to accommodate up to (5) persons at a time. These sophisticated air-conditioned cabins on stilts will feature solar panels for electricity and eco-friendly linen and toiletries as well as ensuite restrooms. Similar to the campers, cabin guests will also participate in an orientation/information session wherein details will be shared regarding health and safety, the special features of the Reserve, conservation and preservation activities and how they can get involved in these efforts.

Guests will have the option of standard service package which includes the luxurious accommodations and farm to table breakfast. They can also upgrade to the premium package which will include the standard service package, use of the wellness center (not including the spa), special selection of snacks, use of the lounge and engagement in non-motor land activities.

## Recreation



**Kayaking** - In year two of operations, kayaking will be offered. Kayaking is a water sport that uses a double-bladed oar to paddle a small boat called a kayak. In addition to the physical exertion that kayaking provides, it also has a range of mental health benefits such as reduces stress, boosts happiness, allows for bonding and socialising and allows time for reflection

**Gift Shop** - Visitors can view and purchase Jamaican artisan products (paintings, pottery, hats etc.) and books, NRPR branded items as well as fishing and camping gear and personal items.



## Wellness Center

The Wellness Center will be committed to a whole person approach to well-being, by promoting health and wellness in body, mind, spirit and the environment. It will be mostly solar powered and offer standard cardiovascular equipment, steam room and multipurpose space to host a variety of activities including yoga, Pilates, private meditation, rock climbing, wellness



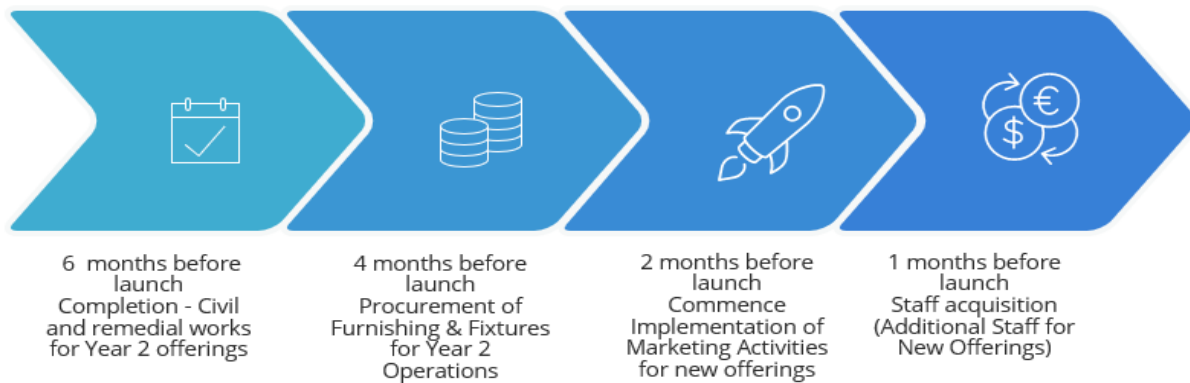
education, pottery and painting classes and cultural and environmental presentations. The Centre will also host spa operations to provide a serene environment to unwind utilizing eco-friendly products.

### Criteria for Additional Offerings

The following are criteria that are to be met prior to launching additional offerings in Year 2.

- Business Continuity & Disaster Response Plan developed
- Fire Permits received
- Wellness Area fully furnished
- Egress is paved with appropriate flood mitigation features

### Key Milestones Prior to Launch of Year 2 Offerings



Additional criteria can be added by the project team upon preparation of the NRPR Redevelopment Project Plan.

## SECTION 4 - MARKETING PLAN

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## Marketing Overview

The Negril Royal Palm Reserve has the potential to be a popular global destination within the ecotourism niche. The location lends itself to becoming a premier location for nature lovers and persons seeking an alternative to traditional tourism.

A key marketing milestone focuses on increasing the brand awareness of the NRPR. The goal of this marketing plan is to position the NRPR operating zone in keeping with the vision for it to become a globally recognized as a top tier nature-based attraction in the English-speaking Caribbean. This will ensure it attracts local and international visitors thereby generating revenues to ensure the overall viability of the operations and expand the reach of information relating to environmental sustainability.

To achieve the required market positioning in keeping with the vision for the NRPR, a marketing strategy has been created which is geared towards the creation of an impactful brand, including the development, monitoring and support of same. The NRPR’s marketing potential will be assessed through the following areas that are expanded on in the strategy.

Brand Summary	Segmentation	Buyer’s Persona	Competitor Analysis	Service Offerings	Product	Pricing Strategy
Packaging	Analysis	Engagement Strategy	Target Audiences	Key Messages	Action Plan	Marketing Distribution Channels

## Marketing Objectives

The marketing objectives are aligned with the following business goals:

**TABLE 4 – MARKETING OBJECTIVES**

BUSINESS GOALS	MEDIUM/LONG-TERM STRATEGIC MARKETING OBJECTIVES	HIGH LEVEL STRATEGY
<b># 2 – To attract 28,000 visitors (international and locals) in the first 3 years of operations.</b>	<ul style="list-style-type: none"> <li>i. Achieve &amp; maintain visitor satisfaction of 85% year on year (Year 2-3).</li> <li>ii. Increase website conversion rate by 10% by Q1 year 2 through 3 paid digital marketing campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>i. Development of at least 2 special customer experiences.</li> <li>ii. Create customer relationship building programmes to engage potential, existing, and future visitors and maintain high levels of guest satisfaction.</li> <li>iii. Establish an online presence.</li> <li>iv. Position the NRPR to reach its target audiences</li> </ul>

BUSINESS GOALS	MEDIUM/LONG-TERM STRATEGIC MARKETING OBJECTIVES	HIGH LEVEL STRATEGY
	iii. Obtain 10% repeat visitors and 10% new visitors by way of referrals by Year 3	and increase awareness of its offerings. v. Establish strategic partnerships locally and in the global destination travel network vi. Create and execute at least 4 customer relationship building initiatives by year 3 to support the development of customer loyalty and high guest satisfaction levels.
<b># 3 – To increase awareness of the NRPR operating zone by locals and international visitors</b>	i. Increase brand awareness by 40% by Q1 year 2 by executing at least 3 major marketing communications campaigns in the period.	i. Manage the NRPR’s brand reputation, images, and its status as a sustainable eco-tourism entity. ii. Build community and stakeholder relationships and maintain the NRPR’s image. iii. Develop strategic partnerships and linkages to support word of mouth and referrals.

For these marketing objectives to be successful, the impact of the success factors as outlined in the table below should be considered:

**Table 5. MARKETING OBJECTIVES SUCCESS FACTORS**

SUCCESS FACTORS	GOAL #	OBJECTIVE #	TARGETED RESPONSE
<b>Budgetary allocation and management of Marketing and Communication activities based on the costs associated with activities such as digital advertising in international markets etc.</b>	3	i.	Manage marketing budget and find low-cost alternatives to realise objective. Monitor marketing expenses to ensure they are in line with budget.
<b>Establishing Partnerships (refer to “Critical Success Factors” section on Page 13)</b>	3	i	Engage partners locally and internationally to support the marketing effort.
<b>Authentic Offerings (refer to “Critical success Factors” section on Page 13)</b>	2	i	Integrate cultural immersion activities in at least 2 special experiences to support positioning of the NRPR operating zone.
<b>Monitoring &amp; Evaluation (M&amp;E) of Marketing and Communication Activities – to ensure that the intended impact of marketing activities is being achieved. Without an M &amp; E framework there is limited assurance of the reach of the activities to the target market.</b>	2 & 3	(2) ii,iii (3) i.	Establishment of monitoring and evaluation framework and flexibility to change tactics when low impact is observed Engagement of competent staff to respond to changes in the market.

## Value Proposition

The NRPR will be located in a secluded morass area that will transport visitors to an immersive natural experience, where visitors can experience the beauty of the natural flora and fauna that is native to this part of Jamaica. Visitors will have a sensory adventure where they can partake not only in traditional tourist attractions, but also participate in activities that align with their values (environmental protection), and their desire to escape the mundane.

The NRPR will also actively initiate programmes to protect the environment not only on property, but also in surrounding areas. This creates an opportunity for visitors to get involved in giving back to nature. Based on this, the NRPR will be an attraction and hotel that promises a unique adventure for visitors who are ready to dive into new experiences and have once in a lifetime moment.

The following are the value propositions to visitors and guests:



## NRPR Visitor Profile

The NRPR visitor is an experienced nature-lover, yoga enthusiast, experiential tourist or someone seeking to immerse themselves in the culture of a destination.

This visitor is part of Jamaica's estimated average of more than 4 million people per year, which includes both persons who stay at accommodations, as well as stopover arrivals who visit Jamaica as part of cruise ship tours<sup>1</sup>.

The personas ideally suited for this location include the **Thinker**, which is a reflective and informed traveller. This type of traveller will submit to the experience and will seek to introspection, seek solace and meaning from the encounter. **Experiencers** who are trend setters, impulsive and variety seeking will also serve as an ideal target as they are interested in trying new experiences; they may be classified as exactly what NRPR has to offer. The **Believers** who are loyal and moralistic will believe in protecting the environment as a way of life and who will seek to vacation at environmentally sustainable locations. **Makers**, who are reasonable, practical and self-sufficient will enjoy the camping aspect of the service offerings, especially as it seeks to harness their self-sufficiency.

## Guest Persona

The potential audience for the service offerings provided by NRPR is focused on a specific niche. Studies in the priority markets of the UK, Canada and the United States, have shown that persons over 30 years tend to make up the mass of ecotourism visitors<sup>3</sup> to the Caribbean when compared with other generational groups.

Accordingly, the NRPR operator will target the following persons:

- 👤 Nature enthusiasts
- 👤 Fitness enthusiasts
- 👤 Alternative Medicinal Practitioners
- 👤 Yogis
- 👤 Athletes
- 👤 Students
- 👤 Members of the Community
- 👤 Tourists interested in a nature-filled relaxing experience



<sup>1</sup> The Ecotourism Industry in the Caribbean A Value Chain Analysis – IDB, 2014

## Market Segmentation

Based on the profile of the NRPR visitor and guest persons a multi-segmentation approach was utilized to develop the Marketing Plan for the NRPR operating zone, seven clearly delineated segments were identified and were considered to be effective. It must be noted that market segmentation is the process of categorizing the market into different groups, according to demographic, geographic, behavioural and psychographic traits. Whereas the target market is the market segment that the business is focusing on for a specific product or marketing campaign. The description of the specific segments is as follows:

- ✎ Segment 1: Middle-aged couples from North America and the United Kingdom who are seeking a nature and wellness experience at a green/ecotourism location. Generally, between forty-five (45) to sixty-five (65) years old and belong to the mid to upper middle-income range household. Generally, a family of three (3) has income that ranges from USD 40,100 to USD 120,400 annually.
- ✎ Segment 2: Jamaican locals from urban and rural communities. This segment is generally between thirty-five (35) and fifty (50) years old and are keen on experiencing Jamaica in a way that allows them the opportunity to partake in several activities in a cost-effective way.
- ✎ Segment 3: Senior citizens of a high social class who have demonstrated loyalty to the Jamaican brand. This segment is from Europe, USA, and Canada, <sup>4</sup>and are 65 years and over; they enjoy the full experience and rely on trusted sources to verify location.
- ✎ Segment 4: Young, fun-loving first-time visitors who are a part of a small group, particularly, church, party or family related events such as weddings. This segment is from Europe, USA and Canada markets, and is between the ages of twenty-five (25) to forty-five (45) and enjoy group experiences.
- ✎ Segment 5: Artistic individuals from North America and Europe between the ages of twenty-five (25) to fifty-five (55) years who want inspiration to create and capture the diverse features of the outdoors.
- ✎ Segment 6: Middle-income Jamaican diaspora between thirty-five (35) fifty (50) years old.

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<sup>2</sup> Note that these three countries/regions are also the top three sources of tourists for Jamaica – JTB Annual Travel Statistics 2019.



- Segment 7: Persons from North America and Europe between the ages of twenty-five (25) to sixty-four (64) who are already loyal to Jamaica and/or cruise ship arrivals.

With the segments in mind, specific strategies were developed to appeal to these groups. These strategies were created based on the typical media consumption of these demographics, the NRPR's offerings, and the positioning of the overall attraction. The table below outlines the segments and associated strategies to reach them.

**TABLE 6 - STRATEGIES TO ATTRACTING MARKET SEGMENTS**

SEGMENTS	CHARACTERISTICS	MESSAGING	CHANNELS	TARGET SERVICE OFFERING
<b>SEGMENT 1</b>	<p>Generally, between forty-five (45) to sixty-five (65) years old and belong to the mid to upper middle-income range, that is the household, generally a family of three (3) has <b>income that ranges from USD 40,100 to USD 120,400 annually</b>. This family usually has older children (teenage to young adult).</p> <p>To narrow this market even further NRPR would benefit from targeting the family matriarch who is on average fifty (50) years old and seeking an experience for the family that aligns with her values.</p> <p>She generally has a nine (9) to five (5) job and looks to make the most of her two (2) week vacation. She reads home design and health and wellness magazines and uses Facebook as her preferred social media platform. She is keen on yoga and a generally healthy lifestyle.</p>	<p>Should focus on the mental and physical well-being of the family. It should emphasize the need to unplug and reconnect with each other. A strong family message should be used here and the opportunity for new experiences.</p> <p>Communication Messages</p> <ul style="list-style-type: none"> <li>• Family first</li> <li>• Protect the environment while enjoying nature</li> <li>• Value for money</li> <li>• One of a kind family experience</li> </ul>	<ul style="list-style-type: none"> <li>• Travel agent &amp; Tour operator</li> <li>• Facebook and Google</li> <li>• Magazine articles and adverts</li> <li>• Television talk show interviews in target market locales</li> <li>• Jamaica Tourist Board</li> </ul>	<p><b><u>Year 1 – Offerings</u></b></p> <ul style="list-style-type: none"> <li>• Day passes for cruise passengers and passengers staying at other locations</li> <li>• One day spa and Wellness retreat</li> <li>• Camping experience</li> <li>• Nature and wellness groups – yoga retreats</li> </ul> <p><b><u>Year 2 – Offerings</u></b></p> <ul style="list-style-type: none"> <li>• Full length vacation</li> <li>• Multi day spa and wellness retreats</li> <li>• Cultural immersion tours</li> <li>• Wildlife immersion tours</li> </ul>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

SEGMENTS	CHARACTERISTICS	MESSAGING	CHANNELS	TARGET SERVICE OFFERING
	To attract this person requires targeted Facebook and Google adverts as well as articles in health and wellness magazines and alignment with travel agents and tour operators who will promote the NRPR as a preferred destination for a family experience.).			
<b>SEGMENTS 2 and 6</b>	<p>Jamaican local and diaspora audience for the NRPR are generally between thirty-five (35) fifty (50) years old, they are keen on experiencing Jamaica and are conscious of having a well curated experience that allows them the opportunity to experience several activities in a cost-effective way.</p> <p>While environmental sustainability is important to this target market, it is not the driving force in decision-making. What is important to them is the uniquely Jamaican experience and so it is imperative that the message of the NRPR be promoted as such.</p>	<ul style="list-style-type: none"> <li>• A truly Jamaican experience</li> <li>• Learn more about your home</li> <li>• Experience a new side of home</li> </ul>	<ul style="list-style-type: none"> <li>• Television &amp; Radio – Lifestyle programmes local and overseas</li> <li>• Social media (Instagram, Facebook and Twitter) – leverage influencers</li> <li>• Mailing lists</li> <li>• Online and mobile adverts</li> <li>• Speaking engagements to Diaspora Groups</li> <li>• Jamaica Tourist Board</li> </ul>	<p><b><u>Year 1</u></b></p> <ul style="list-style-type: none"> <li>• Day passes for school excursions (including primary, high school and university students)</li> <li>• Camping Trips</li> <li>• Family day excursions</li> <li>• Family events (reunions, birthdays, anniversaries, and weddings)</li> <li>• Corporate events (one day retreats)</li> <li>• Nature and wellness groups – yoga retreats</li> <li>• Volunteer programme</li> </ul>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

SEGMENTS	CHARACTERISTICS	MESSAGING	CHANNELS	TARGET SERVICE OFFERING
	The average <b>annual income of this group is approximately USD 30,000 – USD 65,000</b> and includes younger children			<ul style="list-style-type: none"> <li>• Education Immersion Tour</li> </ul> <p><b><u>Year 2</u></b></p> <ul style="list-style-type: none"> <li>• Staycation</li> <li>• Three (3)-day yoga retreats</li> <li>• Corporate Retreats</li> <li>• Girls’ Trips</li> <li>• Wedding and honeymoon packages</li> <li>• Wildlife immersion tours</li> </ul>
<b>SEGMENT 3</b>	Seniors (persons over 65) from Europe, USA, and Canada who have demonstrated loyalty to Brand Jamaica tend to vacation in Jamaica religiously. They enjoy the full experience and rely on trusted sources to verify locations. In this case the trusted source is the hotel that these persons traditional vacation, their embassy or consulate in Jamaica and/or the Ministry of Tourism and the Jamaica Tourist Board. It is imperative that the NRPR therefore obtains accreditation through the Global	<ul style="list-style-type: none"> <li>▪ Safe, relaxing, quality product</li> <li>▪ Your home away from home</li> <li>▪ Capital of casual</li> <li>▪ A nature lover’s paradise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mailing lists (physical mail included)</li> <li>▪ Medical journals</li> <li>▪ Online adverts</li> <li>▪ Travel agents and tour operators</li> </ul>	<p><b><u>Year 1</u></b></p> <ul style="list-style-type: none"> <li>▪ Day passes for cruise ship passengers seeking to experience Jamaica and visitors staying at other locations</li> <li>▪ Nature enthusiasts</li> <li>▪ Nature and wellness groups – yoga retreats</li> </ul> <p><b><u>Year 2</u></b></p> <ul style="list-style-type: none"> <li>▪ Full length vacation</li> <li>▪ Multi-day yoga retreats</li> </ul>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

SEGMENTS	CHARACTERISTICS	MESSAGING	CHANNELS	TARGET SERVICE OFFERING
	Sustainable Tourism Council and other internationally certified bodies.			<ul style="list-style-type: none"> <li>Wildlife immersion tours</li> </ul>
<b>SEGMENT 4</b>	Eager to try new things and immerse themselves into a new culture. This group is from Europe, USA, and Canada, and are between the ages of twenty-five (25) to forty-five (45) and enjoy group experiences.	<ul style="list-style-type: none"> <li>The best new experience you will have</li> <li>Reconnect with your family and friends</li> </ul>	<ul style="list-style-type: none"> <li>Mailing lists (physical mail included)</li> <li>Medical journals</li> <li>Online adverts</li> <li>Travel agents and tour operators</li> </ul>	<p><b><u>Year 1</u></b></p> <ul style="list-style-type: none"> <li>Social events such as weddings, birthdays, anniversaries.</li> </ul> <p><b><u>Year 2 &amp; 3</u></b></p> <ul style="list-style-type: none"> <li>Multi-day social and corporate events</li> </ul>
<b>Segment 5</b>	Artistic individual and athletes who appreciate nature and the rustic outdoors for its artistic appeal and stimulation. They are from North America and Europe between the ages of twenty- five (25) to fifty-five (55) years.	<ul style="list-style-type: none"> <li>Let nature be your muse.</li> <li>Unlimited access to the rustic outdoors</li> </ul>	<ul style="list-style-type: none"> <li>Direct mailing to Film, Sculpting &amp; Photography, Writers, Musician Associations regionally and globally.</li> <li>Networking through the Jamaican Film Commission.</li> <li>Advertising through athletic radio programmes</li> <li>Direct targeting through alliance with athletic teams and coaching fraternities to promote</li> </ul>	<p><b><u>Year 1</u></b></p> <ul style="list-style-type: none"> <li>Featured artist display/expo.</li> <li>Exclusive space for a video/photo production.</li> <li>Wellness retreat for athletes</li> </ul> <p><b><u>Year 2 &amp; 3</u></b></p> <ul style="list-style-type: none"> <li>Full-service package (accommodations for selected crew members with secure &amp; exclusive</li> </ul>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

SEGMENTS	CHARACTERISTICS	MESSAGING	CHANNELS	TARGET SERVICE OFFERING
			<p>recuperation and wellness activities for athletes.</p> <ul style="list-style-type: none"> <li>Strategic magazine articles and adverts.</li> </ul>	<p>video/photo shoot location on property.</p> <ul style="list-style-type: none"> <li>Featured artiste display.</li> </ul>
<b>Segment 7</b>	Tourists from North America and Europe between the ages of 25-64 who are already loyal to Jamaica as a tourist destination, and/or cruise ship arrivals.	<ul style="list-style-type: none"> <li>Experience Jamaica in a new way.</li> </ul>	<ul style="list-style-type: none"> <li>Travel agents &amp; Tour operators</li> <li>Targeted Facebook and Google ads.</li> <li>Strategic magazine articles and adverts.</li> <li>Cruise ship partners.</li> <li>Jamaica Tourist Board.</li> </ul>	<p><b><u>Year 1 - Offerings</u></b></p> <ul style="list-style-type: none"> <li>Bespoke Packages as noted in engagement strategy.</li> <li>Special rates if booked with cruise ship trips (this will be done through travel agents and tour operators)</li> </ul> <p><b><u>Year 2 &amp; 3</u></b></p> <ul style="list-style-type: none"> <li>Special discounted rates for persons who join loyalty programme/return visitors.</li> </ul>

## Positioning of the NRPR Service Offering

Based on the market segmentation the strategic positioning of the NRPR as an attraction is broken down across five (5) areas:

### Product

The NRPR is a one-of-a-kind ecotourism experience located in Negril, Jamaica. It offers a unique opportunity as a landmark attraction and wellness hub. Its location is a key element in an appealing product that offers visitors the opportunity to learn about the natural environment, bond with family, relieve stress, experience nature and have a curated experience.

The NRPR offers an ecotourism package that combines excursions, accommodation, and education where patrons can participate in guided or independent tours and better understand the wetlands and conservation as well as preservation efforts. The NRPR promotes the notion of unlocking one's potential to being a better person as it provides an opportunity to connect and give back to nature as well as reflect and create. The experience will focus on increasing positive feelings about oneself and tapping into the creative, and patient side that's often stifled by the mundane activities and duties of everyday life. When persons think of the NRPR they will liken it to going home, regardless of their homeland. Simply put, the NRPR targets every woman/man who wishes to experience the capital of casual – Negril. While the service offerings are not exhaustive, the partnerships that will be sought with various attractions will make the NRPR a full-service package that allows persons who wish to have a full Jamaican experience, the opportunity to do so.

### Pricing Strategy

A pricing strategy that seeks to increase revenue per service offered, average daily cabin rate and overall profitability of the business will be used by the NRPR. This is achievable since there is currently no similar competitors within the NRPR locale. By offering competitive prices to comparable facilities across the country, the NRPR is seeking to increase market share while being profitable. This will be done through a competitive standard entry fee that will remain in place for the first three years of operations as well as special offers for camping and special

events. Special rates will be offered to host private events as well as to school groups and researchers. Additionally, discounts will be offered for bespoke packages.

## Packaging

NRPR will feature tailored package offerings that suit the needs of potential visitors. Experience offerings in nature such as kayaking, camping and fishing (catch and release) but with a state-of-the-art full-service Wellness Centre for patrons to enjoy form some of the NRPR's packages. Also, to be included is a spa and gym service with instructors available for classes. Additionally, the NRPR will offer lodging, and food services will be outsourced but facilitated by the company. Transportation will be coordinated but not provided by the Reserve. Such services which will promote and shape partnerships with complimentary entities such as restaurants, beaches, waterfalls, tourist attractions. NRPR will create a rich Jamaican experience for all visitors of the Reserve.

## Promotion

Promotional strategies will be geared towards boosting the attendance to the Reserve and shall be optimized by targeting both local as well as international tourists. Through various programmes to be presented to schools, a long-term targeted effort will be employed to spark interest in a new generation of visitors.

The right mix of marketing efforts as it relates to the timing, intensity and method of marketing activations available to the Reserve throughout the year, will maintain the brand's relevance, distinctiveness and memorability. Seasonal campaigns will be activated to generate the highest number of visitors to the Reserve. Seasons may include the period of June to August for hosting weddings, anniversaries and summer retreats, as well as educational campaign for the month of September in line with environmental awareness month. Similarly, educational tours, fairs and community outreach, events will be used to build and shape the Reserve's brand and its reach.



## Engagement Strategy

This marketing strategy is primarily designed as an awareness raising campaign for target audiences encouraging persons to visit and experience the Reserve and to create loyal guests who continue to return. Implementation of the strategy will drive utilisation of the NRPR and its amenities, encourage persons to take action on the preservation of natural resources and to promote the NRPR to target audiences including, tour operators and travel agents.

## Target Audiences

Messages will be developed to target the following segments:

- Identified market segments
- Travel agents and Tour operators
- General Public

## Key Messages

Proposed messages for selection include:



## Action Plan

This strategy seeks to engage various publics and stakeholders with the key messages outlined. The action plan, necessary funding, resources and effective communication between key partners will be necessary to ensure its success. The shows the breakdown of activities over the three (3) year period:

**TABLE 7 – BREAKDOWN OF ACTION PLAN FOR STRATEGIC MARKETING ACTIVITIES**

ACTION	BREAKDOWN OF ACTIVITIES
<p>Product Introduction to the Market</p>	<p>During this initial roll out phase an integrated marketing effort will be executed:</p> <ul style="list-style-type: none"> <li>✦ <b>Brand presence on digital media channels</b> <ul style="list-style-type: none"> <li>○ Placement of an engaging sign at the front entrance of the facility and strategically along the roadways in Negril and in high traffic cruise ship port areas across the island and national airports.</li> <li>○ Social media engagement, particularly with persons who have already visited the location.                             <ul style="list-style-type: none"> <li>▪ Influencer marketing</li> </ul> </li> <li>○ Advertising via user-generated content</li> <li>○ Online advertising</li> <li>○ Mailing lists – automation is important as alerts can be scheduled to contact clients two (2) months prior to the anniversary of the last visit. It can also be set to give an alert prior to birthdays or other signature events</li> <li>○ Search engine advertising</li> <li>○ Video advertising</li> </ul> </li> <li>✦ <b>Business development activities</b> <ul style="list-style-type: none"> <li>○ Offering discount coupons submitted along with the fliers</li> <li>○ Introductory rates for groups</li> <li>○ Bespoke packages</li> </ul> </li> <li>✦ <b>Advertising campaigns</b> <ul style="list-style-type: none"> <li>○ Erection of billboards advertising the attraction to the public</li> <li>○ Signage (electronic) in select locations, partner hotels and airports</li> <li>○ Adverts on international television and product placement in targeted television shows/movies</li> <li>○ Direct mail marketing to include newsletters, sales letters, brochures and promotional catalogues</li> </ul> </li> <li>✦ <b>Above the line marketing executions</b> <ul style="list-style-type: none"> <li>○ Active representation via local and international radio</li> </ul> </li> <li>✦ <b>Brand Engagement (Events)</b> <ul style="list-style-type: none"> <li>○ NRPR launch event with media and key stakeholders, influencers and Ministry of Tourism officials.                             <ul style="list-style-type: none"> <li>▪ Creating an atmosphere synonymous with the values of the NRPR and the activities offered.</li> </ul> </li> <li>○ NRPR events should be thematic with a focus on aligning with international awareness campaigns such as World Water Day, World Environment Day, World Wildlife Day and World Ozone Day. A calendar of activities should be built around the annual calendar of environmental days.</li> </ul> </li> </ul>

ACTION	BREAKDOWN OF ACTIVITIES
	<ul style="list-style-type: none"> <li>○ Featured Artist displays/expos where local and/or international landscape and nature painters, sculptors, photographers etc can place their pieces on display to celebrate nature through their work.</li> <li>✦ Product Test Launch (for years 1 and 2 when additional services are added)               <ul style="list-style-type: none"> <li>○ Inviting key stakeholders, influencers, media and members from partnership organizations to experience what the NRPR has to offer</li> <li>○ Capturing audience for digital media plans</li> </ul> </li> </ul>
<p><b>Interactive Marketing</b></p>	<ul style="list-style-type: none"> <li>✦ Development of website</li> <li>✦ Creating a buzz online around the concept of ecotourism and the role of NRPR</li> <li>✦ Engaging digital influencers to promote the brand</li> <li>✦ Hosting the product launch online to engage a wider part of the target market</li> <li>✦ Generic electronic and print advertising campaign pushing noted key messages</li> <li>✦ Advertorials (based on activities) published online and in the local press</li> <li>✦ Monthly electronic newsletter to be disseminated to electronic database</li> <li>✦ Video stories series – A series, with each episode telling the short story of a high-level services provider mentoring an up and comer in a similar industry.</li> </ul>
<p><b>Relationship Building - is a key part of any successful tourist attraction marketing strategy because there are a number of potential partner organisations that interface directly with the target audience</b></p>	<ul style="list-style-type: none"> <li>✦ Destination Travel Companies, travel agents and tour operators - engage agents via a virtual experience or an actual visit to the location to turn them into champions for the NRPR as well. Assist with development of specialised packages for travellers. This group must be treated the same way that any other target audience is treated as they too have a range of options when selecting vacation packages for their clients.</li> <li>✦ Partnering with existing hotels to offer an eco-experience where hotels currently do not provide. Alignment with trusted brands and gives access to an even wide cross-section of persons.</li> <li>✦ Airline partnerships are a good alliance as well as the NRPR can advertise in airline promotional material as well as provide in-flight videos.</li> <li>✦ Develop loyalty programme where potential and existing customers are given special perks including points and opportunities to access other services through global partners (as mentioned above), in exchange for frequent visits etc.</li> <li>✦ Build community through digital engagement (social media/websites/travel blogs etc) to encourage active discussion on NRPR and related eco-tourism and environmental issues.</li> <li>✦ Develop strong volunteer programmes to protect not only the reserve/property, but also the wider Negril area. This can go from short term initiatives like beach clean-ups, etc, to longer term initiatives such as internships for persons to get experience in sustainable care and management of flora and fauna. This will of course be impacted by available funding.</li> </ul>

ACTION	BREAKDOWN OF ACTIVITIES
Developing the brand, suitable collateral and promotional material	<ul style="list-style-type: none"> <li>✦ Build the brand’s corporate identity kit – making it more contemporary, nationalistic, easily identified and functional for various printed and electronic placements</li> <li>✦ Secure suitable branding items for the organisation to be well positioned throughout the venue, including in the Gift Shop and during any sponsorship efforts</li> <li>✦ Create summary brochure outlining the details of products as well as newsletters, sales letters and promotional catalogues</li> </ul>
Public Relations / Corporate Communications	<ul style="list-style-type: none"> <li>✦ Leverage relationships with journalists, reporters and other media representatives to strengthen the reach of communication plans</li> <li>✦ Update the public with news and information on the NRPR through press releases, newsletters, videos/success stories, e-books, contributed photos to the press, and news updates on the website.</li> <li>✦ Strengthen partnerships to build press coverage.</li> <li>✦ Document the journey of the NRPR and its eco impact.</li> <li>✦ Establish and participate in regular development forums to spread the message of the ecotourism industry.</li> <li>✦ Develop a strong Corporate Social Responsibility (CSR) programme to engage the local community, encourage environmental protection, build NRPR brand equity, and create symbiotic relationships with the public and stakeholders. This can go from large-scale interventions like creating a community environmental group, to facilitating donations on the website to fund environmental protection initiatives.</li> <li>✦ Engage community to build strong ecosystem for the project to thrive, and relationships to further boost partnership with business and social development players. This will be achieved via digital and traditional media (advertising, press releases, etc), as well as through direct engagement (meetings, town halls, etc).</li> </ul>
Digital Marketing (incl. social media)	<ul style="list-style-type: none"> <li>✦ Increase target audiences’ access to information, programs and services using new media technology (e-marketing, update website (design and content), launch social media platforms e.g. Facebook, Twitter, LinkedIn as primary accounts)</li> <li>✦ Develop a social media policy guideline for the NRPR <ul style="list-style-type: none"> <li>✦ This ensures a consistent voice when communicating online as well as a consistent look/feel</li> </ul> </li> <li>✦ Develop social media content calendar for six (6) months twice per year</li> <li>✦ Utilize the channels to promote events and activities</li> <li>✦ Keep interested audiences updated with videos and photos to be uploaded</li> <li>✦ Develop Google and social media advertising campaign</li> </ul>

Other Strategic Marketing Activities include the following:

## Bespoke Packages

Initially to provide bespoke packages to groups generate income and positive feedback.

Examples of the contemplated packages are as follows:

- Wellness Retreat which will be submitted to groups such as the Jamaica Yoga Association (JAYA) – this is a three (3) day retreat that includes activities such as yoga, meditation, nutrition classes, and relaxing treatments like massage and Ayurvedic treatments. Participants will learn to understand healthy living better while living a satisfying healthy lifestyle during the time of the retreat. Wellness retreats are designed to leave participants feeling better than when they started.

Negril has long been positioned as a wellness destination that was created for relaxation, in comparison to the much busier tourist destinations Montego Bay or Ocho Rios. Well known entities like Rockhouse Hotel and Spa, Zimbali Retreats, Couples Resorts and others offer wellness activities including yoga and other retreats and spa services, but NRPR's eco-tourism setting and context will serve as the differentiator to attract its target audience. <sup>5</sup>

- Runner/Cyclist Virtual Weekend Marathon offered to the various riding and jogging clubs – this will include a timed ride over a mapped route that is developed in partnership with a riding club with the relevant approvals for local authorities. It should also be aligned to a cause such as climate change. Cyclists participating in the event will get discounted rates to stay at the Reserve and have the option of choosing a camping or Cabin excursion package. They will also gain access to reduced rates for activities at the NRPR over a three (3) day period including a recuperating spa day after the cycling competition has ended.
- Camping Excursion offered to Bird Watching Enthusiasts, Boy Scouts and Brownies – includes a three (3) day camping trip with nature walks, fishing, kayaking and bird watching activities all centred on immersing participants in the natural world of the various bird species inhabiting the NRPR.

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<sup>5</sup> Note comparisons on page 15.

- ✎ Artist Retreat – five days stay at a special rate for a premium cabin or glamping package with exclusive access to an agreed area on the Reserve. This will also include access to the Wellness Centre, bicycle and kayak during the stay.

## Management and Coordination

The marketing function of the NRPR will be outsourced and managed by a service provider.

The selected service provider will execute the activities in this marketing plan, and will also:

- ✎ Ensure the communication function as outlined in this plan has ‘buy in’ from the respective agencies, their management and staff.
- ✎ Ensure staff at all levels receives appropriate orientation and training to carry out their unique role in, and shared responsibilities for delivering the key messages.
- ✎ Integrate all communication activities including advertising, media relations, social media and online promotions to promote consistent well-coordinated communications with the public.

Marketing will be under the oversight of the Administrator, who will report directly to the NRPR Director. The Administrator will also have oversight of areas like sales and entertainment, which are functions that will be directly connected to the execution of marketing activities.

## Endorsed Market Presence

The NRPR is a niche attraction that once operational may fall into the “best kept secret” category. The intention is not to remain in that category for an extended period of time. For this reason, special mention is being made of the tourism sector, tour operators as well as the transport providers who will be engaged for affiliation. Sponsorship endeavours or formal partnerships will concretize affiliation programs and ensure that the NRPR is a constant option being presented to the target audience. We would seek to be listed as an endorsed or affiliate organisation of the following:

- ✎ Jamaica Tourist Board
- ✎ JUTA Tours
- ✎ Knutsford Express
- ✎ Norman Manley International Airport

- ✎ Sangster International Airport
- ✎ Jamaica Hotel and Tourist Association Negril Chapter
- ✎ Jamaica Hotel and Tourist Association

#### International Affiliations

- ✎ The International Ecotourism Society
- ✎ World Travel & Tourism Council

## Linkages

Linkages are crucial to success and longevity in the tourism industry. It grants access to new markets, provides recommendations to affiliate industries and can even provide business by the trickledown effect. The variety of offerings by the Reserve, from nature tours to accommodations to wellness, illustrates its range. With the right linkages this range can be magnified to an impressive cross-section of our target market. A breakdown of the proposed linkages are as follows.

**TABLE 8 – LINKAGE PARTNERSHIP BREAKDOWN**

LINKAGE CLASSIFICATION	IDENTIFIED PARTNERS
<p><b>1. Community</b></p> <p>The community’s investment in the undertaking, will increase the probability of the NRPR’s successful entry into to the marketplace. The community forms part of the direct and indirect workforce and undoubtedly contributes to an authentic experience for tourists. Community partners will be invited to form B2B partnerships.</p>	<ul style="list-style-type: none"> <li>• Negril Chamber of Commerce</li> <li>• Negril Recycling Centre</li> <li>• Recycling Partners of Jamaica</li> <li>• Adoption of a Local Clinic</li> <li>• Farmers &amp; Restaurants in the Negril area</li> <li>• Social Development Commission</li> </ul>
<p><b>2. Environmental</b></p> <p>The Reserve, as an ecotourism attraction, must be aligned with players within the environmental space to, <i>inter alia</i>, keep abreast of trends, learn from counterparts and participate in the advocacy of environmental matters.</p>	<ul style="list-style-type: none"> <li>• Birds Caribbean</li> <li>• Birdlife International</li> <li>• Jamaica Environmental Trust</li> <li>• The Negril Area Environmental Protection Trust</li> <li>• National Environment &amp; Planning Agency</li> <li>• Forestry Department</li> </ul>
<p><b>3. Government of Jamaica</b></p> <p>The Government of Jamaica (GoJ) spearheads and endorses a number of events that the NRPR can capitalise on such as Jamaica Independence Day celebrations, cultural</p>	<ul style="list-style-type: none"> <li>• Ministry of Tourism</li> <li>• Ministry of Health</li> <li>• Ministry of Education</li> </ul>

LINKAGE CLASSIFICATION	IDENTIFIED PARTNERS
<p>celebrations and a plethora of tourism related activities. It is important to create and maintain a partnership with key GOJ partners, as these linkages are essential to the successful implementation of the vision for the NRPR as well as the Reserve’s longevity.</p>	<ul style="list-style-type: none"> <li>• <b>Ministry of Culture, Gender, Entertainment and Sports</b></li> </ul>
<p><b>4. Sport / Rehab / Wellness</b></p> <p>Sporting and wellness groups are prime targets for therapy related activities. The Reserve is well positioned to provide a venue for recovery to these groups. As such the NRPR should seek to formalize linkages with these entities and offer accommodations and Wellness services to the following groups:</p>	<ul style="list-style-type: none"> <li>• <b>Jamaica Amateur Athletic Association</b></li> <li>• <b>Jamaica Basketball Association</b></li> <li>• <b>Jamaica Football Federation</b></li> <li>• <b>Jamaica Yoga Association</b></li> <li>• <b>Medical Association of Jamaica</b></li> <li>• <b>Netball Jamaica</b></li> <li>• <b>West Indies Players Association</b></li> <li>• <b>Practitioners</b> <ul style="list-style-type: none"> <li>○ <b>Alternative Medicine Practitioners</b></li> <li>○ <b>Mental Health Practitioners</b></li> <li>○ <b>Physiotherapists</b></li> </ul> </li> </ul>
<p><b>5. Tourism</b></p> <p>The Reserve must align strategically with entities engaged in the business of tourism to be able to provide our visitors with additional attractions to supplement their experience.</p>	<ul style="list-style-type: none"> <li>• <b>Arrowhead Tours</b></li> <li>• <b>Blue Hole Mineral Spring Westmoreland</b></li> <li>• <b>Bob Marley Mausoleum</b></li> <li>• <b>Cockpit Country Attractions</b></li> <li>• <b>Selected Hotels</b> <ul style="list-style-type: none"> <li>○ <b>Dunns River Falls</b></li> <li>○ <b>Green Grotto Caves</b></li> <li>○ <b>Maroon Town</b></li> <li>○ <b>Rock House</b></li> <li>○ <b>YS Falls</b></li> <li>○ <b>Black River Safari</b></li> </ul> </li> </ul>

## Marketing Distribution Channels

Direct and indirect channels form the two basic distribution channels to be employed.

- **Direct Channels:** Targets potential consumers directly through the NRPR’s website and social media channels.
- **Indirect Channels:** Intermediaries that facilitate bookings online as well as brokers offering package deals will partner with the NRPR.



These distribution channels will be equipped and furnished in a manner that reflects the experience of the NRPR with the aim to build the brand presence and the market share. The marketing strategy influences the success of these channels by addressing how potential customers find out about the NRPR. Ongoing analysis to support the distribution channels includes social media data analytics, search engine analytics, direct marketing, sponsorships and partner promotions. Over time the scale and size of the marketing efforts will be gauged and increased to support the demands to meet internal targets.

## Social Media

Capitalizing on the opportunity to connect directly with the potential target audience, makes social media an essential part of the digital marketing plan. With this channel to reach customers, gain insights and grow the brand, a comprehensive and creative strategy will position the NRPR as a must stop travel site.

### Social media objectives

- 📌 Increase organic reach
- 📌 Engaging the community and building relationships
- 📌 Showcasing the brand’s culture
- 📌 Building brand image to drive traffic to website
- 📌 Gain quality leads
- 📌 Turn customers into advocates
- 📌 Develop an analytical system to gain insights on market

## Social Media Goals

The goals outlined in the table below outlines the strategic focus for the social media activities that will be implemented for the NRPR.

**TABLE 9 – SOCIAL MEDIA GOALS**

GOALS	METRICS
<p>1. Increase brand awareness</p>	<ul style="list-style-type: none"> <li>📌 Facebook Followers Count: 1,000 by end of Y1 and a yearly 80% increase target thereafter</li> <li>📌 Instagram Followers Count: 1,000 by end of Y1 and a yearly 80% increase thereafter.</li> </ul>

GOALS	METRICS
2. Drive website traffic	<ul style="list-style-type: none"> <li>• Tracking the number of visitors from social media</li> <li>• Monitor bounce rate of social media traffic</li> <li>• Analyse click rate on social media</li> </ul>
3. Lead generation	<ul style="list-style-type: none"> <li>• Number of emails collected</li> <li>• Number of registrations from social media</li> <li>• Number of clicks on posts</li> <li>• Conversion of leads from social media</li> </ul>
4. Overall revenue growth	<ul style="list-style-type: none"> <li>• Comparatively assessing the inquiries from social media, the increase in follower count and the success of lead generation campaigns with the change in revenue</li> </ul>

## WOM Campaign (Word of Mouth)

An online and offline strategy will be employed to influence and encourage organic discussions over the NRPR brand and the experience through a WOM campaign. Sparking the discussions will utilize social media influencers as well as live interactive experiences on social media sites. The key messages will be carefully crafted internally to match the brand’s image and to promote the customer’s experiences at the facility. These key messages will be supported through press releases and online reviews.

## Other Digital Channels

### Online Reviews

With an international and local targeted audience, online reviews will play a significant supportive role in the marketing strategy. Online reviews have the potential to shape the perception of the NRPR brand as they represent first-hand and personal recommendations for potential customers who are conducting research. Customers trust authentic looking reviews and rely on these in numbers when making travel/vacation decisions. NRPR will encourage customers to leave online reviews, enticing them with discounts on future excursions.

## Alternative Channels

Notably other digital channels will also be utilized to communicate with stakeholders and target groups. These include:

- 📧 E-mail marketing
- 📧 Social media influencers
- 📧 Ad campaigns
- 📧 Video marketing
- 📧 Online reviews
- 📧 NRPR Blog

## Traditional Channels

Traditional marketing channels will be used to support the overall marketing strategy. Key messaging featured will tie in with the overall communication presented on other channels. These channels include print, radio and television.

## Special Programs

An extensive list of programs will engage, educate and improve the wellbeing of the wider community. These programs whilst achieving this target will also increase visibility, strengthen linkages with other entities and therefore increase traffic to the attraction.

### Negril Royal Palm Reserve Day / Media Day

A day will be established as Negril Royal Palm Reserve Day which will be a media day where the Reserve will showcase the various attractions, improvements made, provide updates on our various programs and fete the media and key stakeholders. This serves the dual function of increasing awareness of the NRPR and engaging with the media to gain quality coverage of the Reserve.

### Keep Negril Green Initiative

This is a two-prong initiative that includes engaging the community to reduce pollution, create new habits and foster a cleaner Negril. This will include the establishment of a green space to

collect recyclable material on site, in partnership with the Jamaica Environment Trust and engagement of key persons/influencers across the global environmental community to plant a tree to save the environment. For example, Greta Thunberg<sup>6</sup> could be invited to plant a tree to commemorate Earth Day. The coordination of this may result in a seedling being shipped from Ms Thunberg's location in Sweden to Jamaica. The impact will be the photo opportunities and exposure on various media platforms, particularly is Ms Thunberg is to report the photos to her over eleven (11) million social media followers. This model can be replicated with other internationally and nationally known persons to increase awareness.

### Eco-Education Series

As an ecotourism attraction the NRPR will be taking an active role in improving the knowledge base and attitude of the population at large regarding the environment. A more environmentally conscious population is expected to respect the environment and maintain habitats, which is beneficial for the country. Each Quarter the Reserve will host a themed virtual webinar discussing a specific feature of the NRPR and the impact on the wider environment. This should be interspersed with a showcase of the offerings provided by the NRPR and video testimonial from visitors to the site.

With a focus on education, the NRPR will partner with schools at all levels to increase the knowledge base on wetlands and the environment. The approach is as follows:

- 🌱 At the primary level the NRPR will accommodate school trips to introduce geography, biology, zoology etc.
- 🌱 At the secondary level the Reserve can provide an interesting case study for student-based assessments for Geography and Integrated Science.
- 🌱 At the tertiary level the applications for study expand exponentially, while also obtaining the benefit of having constant analysis being conducted on the Reserve.

Schools will benefit from a one-day immersive programme that will explore all aspects of the property and focus on the enrichment of the students in attendance. The programme will take an edutainment format, including property tours, interactive experiences (planting trees, recycling, kayaking), and personal wellness (yoga, healthy eating, etc).

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<sup>6</sup> Greta Thunberg is a Swedish environmental activist internationally known for challenging world leaders to take immediate action against climate change.

## Volunteer Program & Internships

A structured volunteer and internship program will be launched in Year 2 to support the environmental sustainability efforts and education focus of the NRPR operating zone. A formal call for volunteers (local and international) and interns (from local high schools and universities) will be conducted leading up to specific calendar events such as World Wetland Day etc. to provide on the ground support in the planning and execution of these activities. It will also bolster the eco-tourism platform of the NRPR and the awareness activities.

## Monitoring and Evaluation Framework

To manage the effectiveness of the marketing strategies in this plan, the following framework has been designed noting methods to monitor the progress of each goal, and proposed interventions to keep the project on track.

**TABLE 10 – MARKETING MONITORING AND EVALUATION FRAMEWORK**

HIGH LEVEL STRATEGIES	ASSOCIATED ACTION PLAN ACTIVITIES <sup>7</sup>	MONITORING METHOD/S	INTERVENTION/CHANGE ACTION (if necessary)
<ul style="list-style-type: none"> <li>• <b>Development of at least 2 special customer experiences.</b></li> <li>• <b>Create customer relationship building programmes to engage potential, existing, and future visitors and maintain high levels of guest satisfaction.</b></li> <li>• <b>Establish an online presence.</b></li> </ul>	Product Introduction to the Market	Data Analytics (website, social media, newsletter engagement)	Internal review with direct report (Administrator)
	Relationship Building		Rework targeting strategy.
	Public Relations/ Corporate Communications	Media listening (social media/ traditional media)	Evaluate customer feedback – make needed changes in experiences/services.
	Digital Marketing	Engagement rate (customer relationship building initiatives)	Review engagement strategy and change as needed.
<ul style="list-style-type: none"> <li>• <b>Position the NRPR to reach its target audiences and increase awareness of the brand and its offerings.</b></li> </ul>	Digital Marketing	Data Analytics (website, social media, newsletter engagement)	Internal review with direct report (Administrator).
	Public Relations / Corporate Communications	Media listening (social media/ traditional media)	Evaluate media strategy.
	Developing the brand, suitable collateral and promotional material	Market Research in target markets (Jamaica, North America, UK)	Quickly execute short term campaign to boost awareness.
	Interactive Marketing	Free Media value	Increase media engagements (digital and traditional)

<sup>7</sup> Refer to Table 3 “ **BREAKDOWN OF ACTION PLAN FOR STRATEGIC MARKETING ACTIVITIES**”

HIGH LEVEL STRATEGIES	ASSOCIATED ACTION PLAN ACTIVITIES <sup>7</sup>	MONITORING METHOD/S	INTERVENTION/CHANGE ACTION (if necessary)
		Surveys (Customers)	
<ul style="list-style-type: none"> <li>• <b>Manage the NRPR’s brand reputation, images, and its status as a sustainable eco-tourism project.</b></li> </ul>	Public Relations / Corporate Communications  Developing the brand, suitable collateral and promotional material  Interactive Marketing	Data Analytics (website, social media, newsletter engagement)  Media listening (social media/ traditional media)  Free Media value  Surveys (clients, stakeholders/partners, community members)  Focus Groups	Internal review with direct report (Administrator).  Revisit brand guide and make needed amendments.  Evaluation of brand reputation from data sources – Creation of action plan  Execute community-based initiatives (town halls, online conversations via social)
<ul style="list-style-type: none"> <li>• <b>Establish strategic partnerships locally and in the global destination travel network</b></li> <li>• <b>Create and execute at least 4 customer relationship building initiatives by year 3 to support the development of customer loyalty and high guest satisfaction levels</b></li> </ul>	Digital Marketing  Public Relations / Corporate Communications  Developing the brand, suitable collateral and promotional material  Interactive Marketing  Product Introduction to Market	Data Analytics (website, social media, newsletter engagement)  Media listening (social media/ traditional media)  Surveys (Customers)  Engagement rate (customer relationship building initiatives)  Free Media value  Focus Groups	Internal review with direct report (Administrator).  Rework targeting strategy.  Evaluate customer feedback – make needed changes in experiences/services.  Review engagement strategy and change as needed.  Review segments and personas, amend if needed.  Review strategies to target partners in tourism industry (tour operators, travel agents, cruise ships).  Assess promotional deals/packages, update if feasible.
<ul style="list-style-type: none"> <li>• <b>Build community and stakeholder relationships and maintain the NRPR’s image.</b></li> <li>• <b>Develop strategic partnerships and linkages to support word of mouth and referrals.</b></li> </ul>	Public Relations / Corporate Communications  Developing the brand, suitable collateral and promotional material	Data Analytics (website, social media, newsletter engagement, ad click through and engagement rates)  Media listening (social media/ traditional media)  Community research (surveys, focus groups)  Free Media value	Internal review with direct report (Administrator).  Execute community-based initiatives (town halls, online conversations via social)  Execute short term online and media engagement campaign to offset any negative sentiment.  Evaluate Corporate Social Responsibility programmes and update if needed; how can we engage the community and our

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

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HIGH LEVEL STRATEGIES	ASSOCIATED ACTION PLAN ACTIVITIES <sup>7</sup>	MONITORING METHOD/S	INTERVENTION/CHANGE ACTION (if necessary)
		Media Sentiment monitoring	stakeholders, and address their real needs?  Strengthen partnership with stakeholders noted in Linkages section.  Create new strategic partnerships.

## SECTION 5 - SALES

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## Sales Strategy

To the support the desired revenues as indicated in the financial objectives, the NRPR has a sales strategy that focuses on partnerships and information gathering on the target market (local and international), through conducting ongoing research into preferences and service levels.

Partnerships will be formed with travel agents, online booking agencies, the tourism MDAs, the Negril commercial enterprises and other complementary ecotourism attractions such as Dunn's River Falls to enable third party support to drive the sale of NRPR's offerings. Direct selling tactics will be engaged through partnerships with local and overseas universities and colleges, senior associations (local and overseas) as well as environmental/research groups and athletic, yoga, art, music and literary associations (local and overseas). More details regarding the approaches to support the sales strategies are outlined in the Marketing Plan.

## Visitor Projections

The maximum carrying capacity for the NRPR operating zone is 350 visitors daily, which is equivalent to 107,800 visitors over approximately 308 days (considering closures for public holidays and opening the NRPR for 6 days a week) and to limit the human impact in the space as well as test existing systems and infrastructure, 25% of the total annual carrying capacity will be targeted for the first three years. This represents approximately 28,000 visitors over three years.

The projections for the total number of visitors that is being targeted is broken down in terms of local versus international visitors. Overall projections for international visitors to the NRPR operating zone are based the stopover visitors who stay in Negril. Using the base year 2019 (pre-covid19 pandemic), Negril saw 337,703 stayover international visitors, with the anticipated rebound in travel, the target of international visitors to the NRPR operating zone is 1% or approximately 3370 in the first year. This 1% target for international visitors will hold for the first two years, with variations expected in the actual numbers year on year based on the total count for international visitors to the Negril area. The target percentage for Year 3 is 2.5% of international stopover visitors to the Negril area in anticipation of a positive return to

international travel. Having determined the target for international visitors, persons from the local community and wider Jamaica will round out the total target number of guests over the three years (28,000).

As the company establishes its presence in the marketplace, a long-term sales strategy will be developed with specific focus on capturing significant market share in the local market and eco-tourism segment.

## Sales Forecast

Based on the target market projections, the company has set an ambitious sales target for the first three (3) years. Table 12 below provides a summary of the sales forecast; however, a detailed breakdown is outlined in the Appendices.

**TABLE 12 – SUMMARY OF SALES FORECAST**

<b>Sales Projections</b>			
<b>Offerings</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Day Pass	3,110	3,480	4,991
Day Pass- with Attractions	2,488	2,784	3,993
Standard Cabin Rate	0	96	96
Premium Cabin Rate	0	240	240
Camping Rates (Group)	384	384	384
Camping Rates (Ind)	192	192	192
Camping Amenities	230	230	154
Events	52	74	100
Film Production	20	24	26
Kayaking	0	186	274
Fishing	175	198	274
Cycling	349	396	547
Wellness Centre	0	1,108	3,160
Star Gazing	36	36	36
Guided Nature Walk	524	1,188	821

## Sales Projections

<b>Offerings</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Snack Bar & Lounge	<b>0</b>	<b>2,162</b>	<b>1,799</b>
Other Income -Special Events	<b>45</b>	<b>55</b>	<b>55</b>
<b>TOTAL UNITS SOLD</b>	<b>7,605</b>	<b>12,833</b>	<b>17,141</b>

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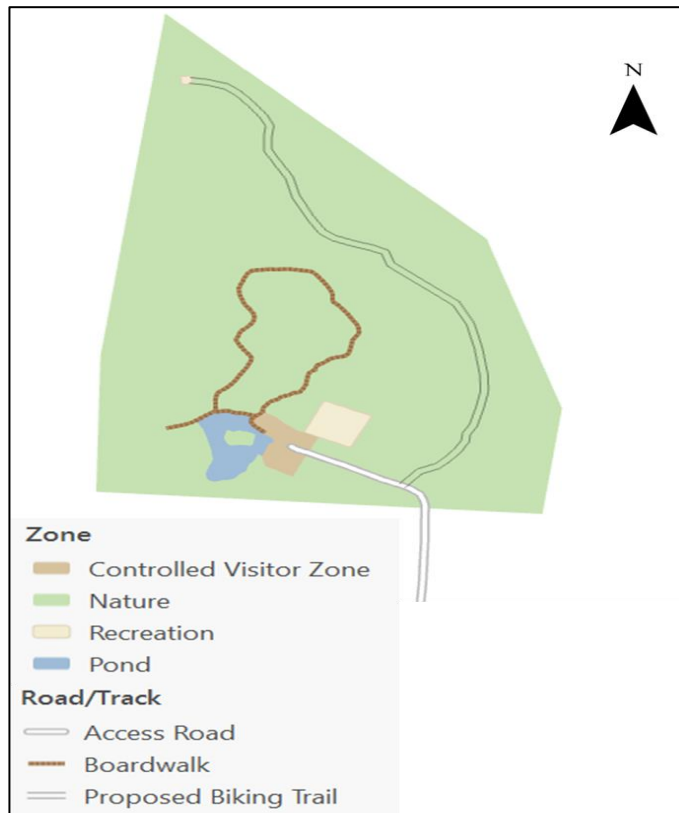
## SECTION 6 – OPERATIONAL PLAN

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## Operations

The facility will be managed and maintained with a strong focus on sustainability, regulatory prudence and customer service. As such there will be six (6) main service buildings located on site which will be provided with primary electricity by way of solar panels within the operating zone. The proposed layout is outlined in Fig 2.

**FIG. 2 – PROPOSED LAYOUT OPERATING ZONE**



## Main Service Building

The main service building for NRPR will facilitate the following areas:

- Reception and Information desk – to facilitate on site payments for bookings and sale items as well as guest processing area and tour planning. Notably in Year one (1), this area will facilitate the processing of transactions for the sale and rental of fishing and camping gear, NRPR branded items and Jamaican products.
- Gift Shop – This will be launched in year two (2) to facilitate the display and sale of various items (Jamaican art, books, hats etc., camping and fishing gear, NRPR branded items and

personal products). Backward linkages into local supply chains will be established to support local artisans from in and around the Negril area by providing an avenue for sale of their products through the NRPR website and in the gift shop. The NRPR will facilitate packaging and delivery of online purchases.

- ✎ Projects and property management office – To host the property management team who will spearhead the implementation of the Management Plan through day-to-day operations. It will also be the storage area for property and plant records and design and the launching pad for new projects to enhance the facility.
- ✎ Administrative Office – The space will host the NRPR Director and staff who oversee and support the reporting, day to day administration, IT, HR, sales and marketing coordination for the facilities.
- ✎ Finance & Accounting Office – The space will host the team that oversees cash management, payroll, accounting and finance for the facility.
- ✎ Meeting Room - To host small private business meetings and casual staff events.
- ✎ Kitchenette – to facilitate preparation of refreshments for staff and designated eating area.

**TABLE 13 – ESTABLISHMENT OF MAIN SERVICE BUILDING AREAS**

YEAR 1	YEAR 2
Administrative, Projects & Property Management & Finance & Accounting Offices Established	Meeting Room Established
Reception/Information Desk Established	Kitchenette Established
	Gift Shop Established

### Main Kitchen, Snack Bar, Lounge & Eating Area

Upon launch the kitchen space will be established with basic amenities for an industrial kitchen with a grill. The kitchen should be able to facilitate up to five (5) culinary professionals, pantry space, deep freezer, kitchen utensils and equipment.

Snack Bar and Lounge will be established to accommodate social engagements, board games, pool table, darts and a cool drink or snack in the comfort of an air-conditioned space. If guests prefer the warmth of the outdoors eating areas will also be provided.

**TABLE 14– OPERATIONAL GUIDE FOR MAIN KITCHEN, SNACK BAR, LOUNGE & EATING AREA**

AREA	YEAR 1	YEAR 2
<b>Kitchen</b>	<p>Camping Guests being the primary stay-over occupants will have access to the microwave and kitchen sink to facilitate simple meal prep.</p> <p><u>The Grill</u></p> <p>This area of the kitchen will be operated during high traffic periods which will be determined by the NRPR Operator. A third party will be engaged as needed to operate the grill with transactions facilitated through the snack bar and lounge. The grill menu would be determined by the availability of farm fresh items. Thus, relationships will be established with local farmers to provide the necessary ground provision, fruits, vegetables and meat to support a focus on local cuisine and farm to table approach</p>	<p>Same as Year 1</p> <p>Special Grill Days will be established based on baseline demand and events from Year 1.</p>
<b>Snack Bar &amp; Lounge</b>	<p>This will be established adjacent to the kitchen area.</p> <p>The snack bar will provide coffee, tea items, pastries, pre-packaged snacks, cold beverages and cold snacks (popsicle etc).</p> <p>Inventory will be managed by the Kitchen Attendant throughout the day based on the number of guests occupying the grounds as well as the visitors.</p> <p>The Snack bar will be operated from 7am – 7pm to supplement meals for visitors and camping guests, while the Lounge will be open from 9am-12 midnight.</p>	<p>Same as Year 1, however the opening hours for the Snack Bar and Lounge will be assessed based on demand information from Year 1.</p>

AREA	YEAR 1	YEAR 2
	One (1) Kitchen Attendant will be on site during opening hours of the Snack Bar to support camping guests in the kitchen as well as the snack bar and lounge.	
<b>Eating Areas</b>	Visitors and Guests will have access to the eating area which is external to the Snack Bar to partake of meals.  Items from the snack bar and grill as well as meals delivered by way of partnerships with several restaurants in and around Negril will be facilitated in this area. Snack bar, Grill, and catering services (which is facilitated for special events or tours as needed) will be under the oversight of the Administrator in Year 1.	The Guest Services Department will be responsible to facilitate the management of the Snack bar, Grill and catering services.

## Other Year One (1) Amenities

### External Restroom Facilities

These spaces will provide full private restroom areas with shower stalls and water closets with wash basins, for campers and other guests utilizing the common areas. The number of rest rooms will be determined by the redevelopment project team.

### Stores

This space is storage for camping and fishing bait and gear, non-motor equipment that are utilized for attractions such as bicycles and kayaks, as well as spare parts and other service equipment. Notably transactions will be processed at the front desk in Year 1 and in the gift Shop in Year 2, however customers will be required to collect their items (camping and fishing products, bicycle and kayaks) from the stores area.

### Gardening/Farming and Tree Planting Areas

Planter boxes will be constructed to facilitate the cultivation of herb and flowers gardens. Designated spots will be identified on the property for the planting of trees by visitors.



### **Picnic Areas & Gazebos**

Areas on the property will be designated for picnic tables and gazebos to facilitate small gatherings and outdoor events.

### **Fruit Stands**

Farmers from the surrounding communities will be invited to offer fresh fruits and coconuts for sale on the property to visitors and guests. A space will be designated for same to ensure appropriate placement and display for these items. These activities will ensure a sustainable community-based approach for the successful operation of the NRPR.

## **Amenities - Year 2**

### **The Wellness Center**

The Wellness Center will be a state-of-the-art multi-purpose space that can accommodate up to fifty (50) persons at a time on the main floor. It will accommodate cardiovascular activities, yoga, Pilates, meditation spaces, various cultural and creative sessions (painting, pottery etc.) and wellness and environmental seminars/expos.

It will also boast a separate one thousand (1000) square feet space with an independent egress/ingress enveloped by natural flora and fauna with private outdoor areas to host a spa. The major features and general layout will be completed by the NRPR Operator and made available for sublet to an appropriate connoisseur to complete interior designs and furnishings for the spa. Based on the vision for the space, a sophisticated and luxurious herbal spa operator will be engaged to provide private treatment rooms and a spacious hydrotherapy facility. The offerings of the space will also include on site demonstrations of the production process for organic oils such as CBD and Lavender Oils etc. which are used for body rituals and treatments to relax, rejuvenate and reconnect with nature. Upkeep and maintenance of the equipment and internal fixtures for the one thousand (1000) square feet space will be the responsibility of the Lessor, however as a part of the larger wellness center, maintenance of permanent infrastructure will be provided by the NRPR Operator. Based on the complementary nature of the activities, a partnership and collaborative marketing will be encouraged between the NRPR Operator and the Lessor to increase visitors to both spaces.

### **Paddle boats (Kayaks)**

To enhance the offerings of the space and engage guests, non-motor water features will be introduced in Year 2 to complement the offerings at the NRPR.

## Raw Materials & Minor Repairs

During operation of the facility, credit agreements will be secured with hardware stores in Negril to negotiate competitive rates and quick turnaround times for spare parts and materials required for maintenance. Day to day upkeep and troubleshooting of minor masonry, plumbing and electrical issues will be carried out by the onsite Handyman under the Operations Department.

### Sub-Contractors

Major repairs and maintenance works will be carried out by qualified artisans and contractors who will be engaged by way of competitive procurement processes. For specialized equipment such as solar panels and gym equipment that are under warranty or have attendant specific service requirements, the original supplier will be engaged.

## Operations Strategy

Business operations for the NRPR primarily involve the delivery of the core services (accommodations and activities) to visitors and guests. Thus creating value is critical. The following are recommended areas to yield efficiencies and engagement at the NRPR:

### Integrated Customer Feedback Strategy

Guest satisfaction is paramount. Thus, well packaged and quality offerings are essential to building a client base and ensuring repeat business. As such visitor and guest feedback and complaints are critical operational components of the NRPR's operations. These components will be managed by the Guest Services Department to provide much needed data to inform management of the satisfaction level and recommendations to enhance the attraction. This will enable continued growth or pivoting to facilitate the preferences of local and international

visitors and guests. This is all proposed for electronic deployment for efficiency and ease of aggregation.

### Creating/ Sustaining Community linkages

One core operation strategy that is integral for the NRPR and its commercial success is the facilitation of partnerships with the surrounding communities (businesses and individuals) to provide supporting services for the operation of the facility. As such the immediate community will be the first source for employment opportunities, food items and particular business services (eg. auxiliary services etc) as well as artistic inventory for the gift shop.

### Entertainment

Provision of authentic and culturally appropriate entertainment will be organized to enhance visitor and guest experience through the cultural and artistic hub. The Entertainment Coordinator will design engaging experiences during the week to include, among other things:

- cultural and environmental displays and presentations
- artisan demonstrations and classes (including pottery making and painting)
- storytelling
- dance and drama performances
- Viewing of video productions (movies, documentaries etc.)

### Environmental Education

Web based seminars will be held to the conservation and preservation efforts to ensure global reach. Videos (documentaries, conversations, and animations) and other engaging sessions will be conducted on site on specific days to expose visitors to information relating environmental sustainability. All visitors and guests will be encouraged to participate in a brief orientation/information session involving conservation and preservation activities and the history of the Negril Morass. These activities will complement the Eco-education Series and other community-based activities which are detailed in the Marketing Plan.

## Volunteer Program & Internships

Volunteers and interns will be encouraged during specific times of the year starting in Year 2 to provide on the ground operational support and execution of targeted environmentally focused events. The number of volunteers or interns and their profiles will be guided by an established volunteer and internship program policy and procedures document which should be developed by the NRPR team.

## Operations Provisions

### Opening Hours

NRPR will be open to the public (walk-ins) six (6) days a week, i.e., Monday to Saturday 6:00 AM to 6:00 PM (time may vary due to any applicable curfews). The early opening period is to accommodate bird watching. The space will be open on public holidays (with the exception of Christmas Day, Easter Monday, Holy Friday and New Year's Day) with reduced hours 6:00AM to 4:00PM. Check-in for campsite along with cabins is 3:00PM with check out at 11AM.

### Health and Safety Protocols

Adherence to the "Health and safety Protocols for Jamaica Tourism Sector 2020" and any other applicable local health protocols is critical to maintaining operations. NRPR will implement all appropriate protocols to ensure the health, safety, and well-being of visitors, guests, employees, and the surrounding community. Arrangements with medical offices will be established to provide response in the event of serious illnesses or other medical emergencies as recommended by the nurse onsite. A Health and Safety Plan is to be developed and implemented.

### Internet Access Management

Secured Wi-Fi access will be made available to all patrons onsite.

### Security Protocols

The NRPR will establish its own security structure and protocols guided by a robust Security Plan. A security risk assessment will be conducted to inform the Security Plan and applicable systems. The Projects and Property Manager will be accountable for the operational execution of security protocols to be delivered through a contracted external security service provider.

### **Energy Conservation**

The installation of solar panels to power operations thereby reducing energy cost at the site should be considered and the business grows. The development of an energy policy is to be implemented to support the use of solar energy at the reserve.

### **Information Communication Technology**

The provision and maintenance of an appropriate ICT system is an important feature for the operations of the NRPR. An external service provider will provide support to determine the necessary infrastructure to support, among other things:

- Wi-Fi (accessible from all areas) and POS systems
- Cloud based storage and firewalls
- Telephony systems
- Uninterruptible Power Supply (UPS) System for ICT equipment

### **Operational Policy Consideration**

The NRPR will comply with all relevant laws and regulations related to the Tourism Sector. The NRPR Administrative Office will monitor the legal framework relating to tourism-oriented businesses and recommend internal policy changes to ensure ongoing compliance. The following are current regulatory requirements for which the NRPR will ensure adherence:

- i. Core Legislation
  - Tourist Board Act
  - Noise Abatement Act
  - Tourism Enhancement Fund Act
  
- ii. Related Legislation
  - National Solid Waste Mgt. Act
  - Natural Resources Conservation Act
  - Customs Act
  - Motion Picture Industry (Encouragement) Act

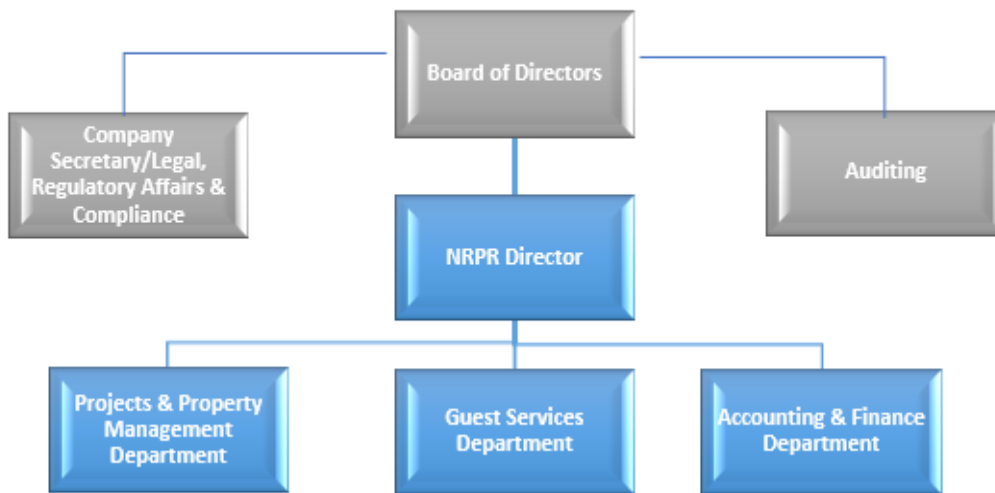
- Fiscal Incentives Miscellaneous Provisions Act
  - Quarantine Act
  - Travel Tax Act
  - Public Health Act
  - Water Supply Act
  - Tourism Sector HIV/AIDS Workplace Policy
- iii. Permits and licenses
- Attraction License
  - Tourist Board license as per Section 23A JTB Act
  - Written approval from NEPA (for new activities added)
  - Certified Lease or Rental Agreement (where applicable)
  - Approval from local planning authority (Parish Council e.g. (for additional construction)
  - Food Handler's Permits
  - Public Health Food Establishment Certificate
  - Fire Certificate
  - Proper Security Arrangements (Certified Personnel) / Copy of Security Contract
  - Security Approval from Police Tourism Liaison Section

## Corporate & Management Structure

The operating model will be driven by a lean management team directing day to day operations and strategic oversight by a Board of Directors. The Board of Directors will include a representative from the NEPA and other qualified individuals deemed fit and proper by the NRPR Operators.

To support its business operations and intended growth, a functional structure will be established for its first three (3) years of operation and thereafter same will be assessed to determine if it meets the business needs of the facility. The proposed high level organization design is as outlined in Fig. 3.

**FIG. 3– HIGH LEVEL ORGANISATION DESIGN**



**The Administrative Office**

The NRPR Director’s office is referred to as the Administrative Office and treated as a department unto itself. This office monitors the facilities’ performance and ensures the preparation of reports for the Board. It coordinates the ICT, Human Resource, Sales and Marketing function which are executed by external entities. It will also facilitate engagements with stakeholders, environmentalists who wish to conduct research on the property and academic tours.

**Company Secretary/Legal & Regulatory Affairs**

These functions will be outsourced and provided as needed. The legal & regulatory affairs services to be carried out include strategy and policy development, mechanisms and oversight techniques to reduce operational, regulatory and legal risks associated with the execution of the company’s strategic goals. The Corporate Secretary function involves providing guidance on matters relating to corporate governance etc.

**Auditing**

This function is focused on reviewing the financial health of the company on a yearly basis and report their findings directly to the Board engaged to review the financial health of the company on a yearly basis and report their findings directly to the Board. These functions will be outsourced and provided as needed.

### **Project and Property Management**

The team's responsibilities include the day-to-day maintenance of fixed assets, safety and security oversight, housekeeping and execution of the Management Plan for the facility. This Department will provide support for environmental research groups or individuals and academic tours on the facility. The Department is led by the Projects & Property Manager who reports to the Director of the NRPR.

### **Guest Services**

The guest service department will be officially established in Year 2 and staffed appropriately based on an assessment of the service needs. It will oversee the following functions:

- ✦ Reservations, Information Desk and Gift Shop Management – to serve as the first point of contact for guests and visitors. To provide information and processing bookings, as well as sourcing merchandise and sales for items in the gift shop.
- ✦ Kitchen Services & Bar Management to ensure that the kitchen and bar are stocked and properly maintained, and menus are prepared and circulated.
- ✦ Wellness Center coordination to ensure that the centre running at an optimal service level and the needs of guests are being met
- ✦ Entertainment and Attractions Management to provide engaging and people centered activities are coordinated to meet the unique needs of guests. This Department is headed by the Guest Services Manager.
- ✦ Medical Services to ensure that medical emergencies are appropriate handled and escalated when necessary.

### **Accounting & Finance**

This department will manage the day-to-day accounting and cash management activities for the facility, including overseeing the budget, processing payroll and ensuring that funding for operations and special projects are managed strategically. This Unit receives strategic direction from the Financial Controller (Department Head) who has a direct line of reporting to the NRPR Director.

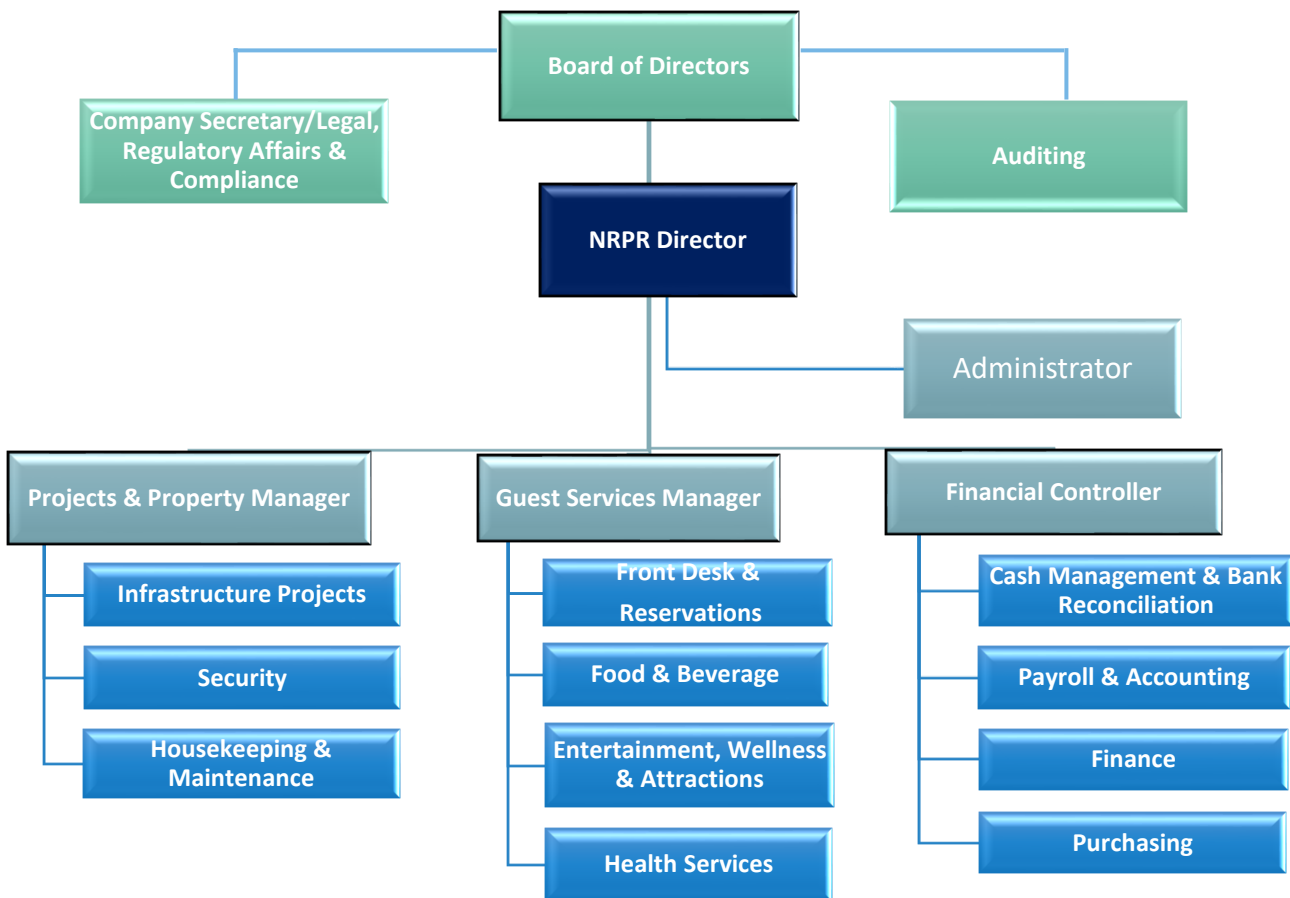


## Management Structure

The operations of the NRPR are to be carried out by a competent, forward thinking and qualified Management Team. The team will be led by the Director who will be responsible for the strategic direction and daily operations of the attraction. The Director will be supported by a Projects and Property Manager, Guest Services Manager and Financial Controller.

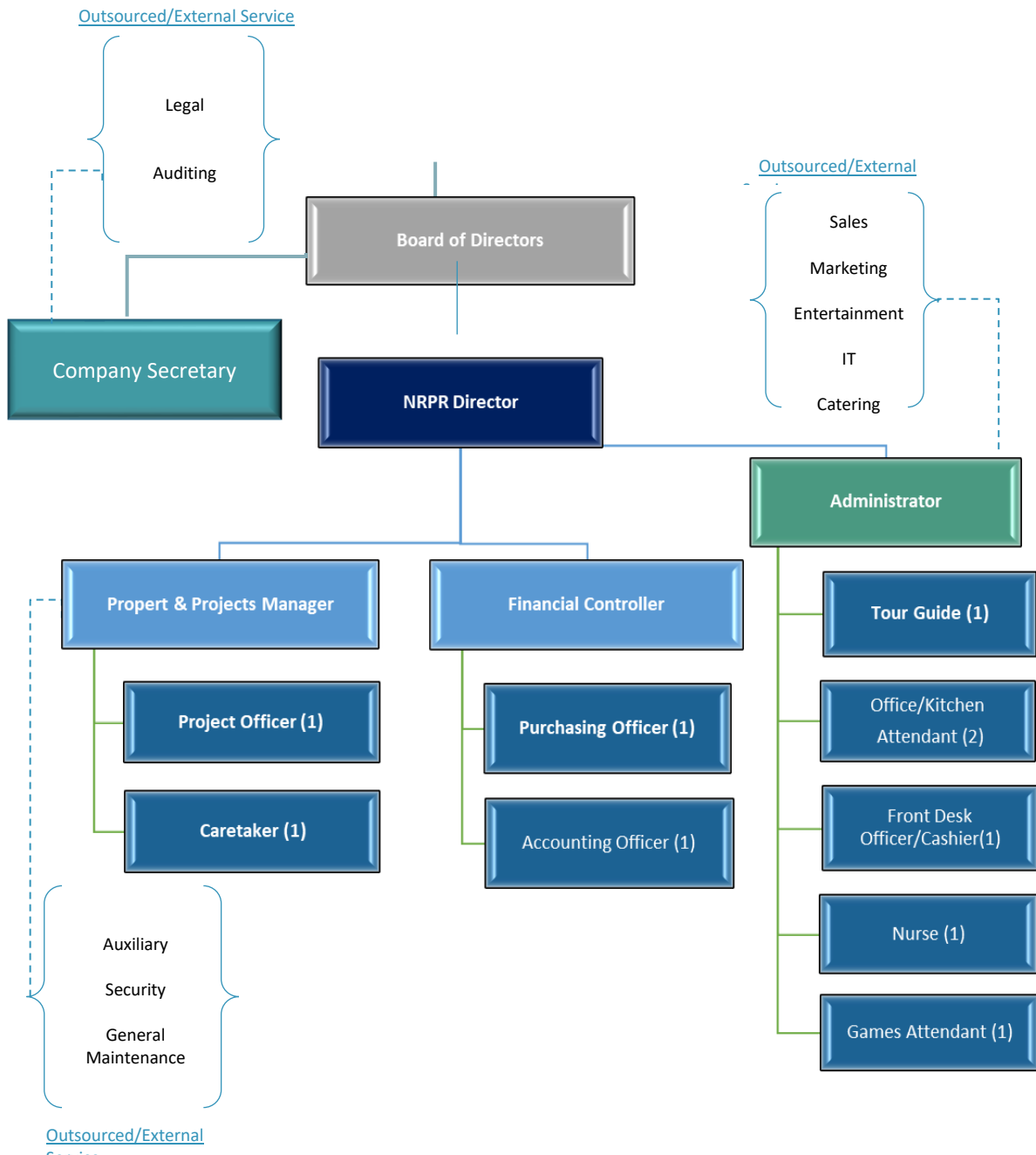
The activities of the management team will be supported by a small staff to include a Registered Nurse and external service providers such as auxiliary, ICT, security, sales and marketing. The detailed organization structure below was deemed suitable, as during start up strategies will need to be refined and policies and controls be developed. This structure will be adopted for the first three (3) years and reviewed to ensure best fit based on the operations.

**FIG. 4 ORGANISATION STRUCTURE**



To initiate the operational activities of the company, a lean organisation will be established. The Organization Chart below (Fig. 6) highlights the lines of reporting and the personnel who will drive the operations during the first year of start-up.

**FIG 5 INTERIM ORGANISATION CHART – START UP YEAR 1**



- **NRPR Director** – This position will be filled three (3) – six (6) months before launch of initial offerings. The post will be responsible for the overall leadership and strategic direction to staff, as well as monitoring performance of the facility and ensures that the strategic objectives established by the Board of Directors are achieved. Additionally, functions include:
  - To oversee the operations, marketing and promotion of the NRPR.
  - To liaise with stakeholders and interest groups relating to the NRPR.
  - To ensure full compliance to the standard operating procedures and regulatory requirements for the NRPR.
  - To monitor the financial health of the NRPR.
  - To establish the organisation in keeping with the business and financial objectives.
  - To work with the stakeholders to promote participation and buy-in to the attraction.
  
- **Financial Controller** –Responsible for all aspects of financial management, regulatory and financial reporting, budget and forecasts preparation. The post also provides oversight for the daily accounting activities, as well as development of internal control policies and procedures. The position will also be responsible for researching and providing recommendations for investment management as well as funding for new projects. The role reports to the NRPR Director.
  
- **Purchasing Officer** – During the construction phase the role will be a part of the project team to support the purchasing and procurement needs and associated record keeping. Upon launch of initial offerings this role will also straddle the project team responsibilities, as well as the operational need; the proposed will plan and execute all the inventory management and purchasing or procurement requirements for the facility. The role will report to the Financial Controller.
  
- **Accounting Officer** – During construction phase, this post will be a part of the project team and be responsible for processing payments and completing the project accounting requirements. Upon launch of the initial offerings, the position will also be responsible for the day-to-day bookkeeping and bank reconciliation. The role will report to the Financial Controller and assist with forecasting and budget preparation and management.

- ✦ **Administrator** – Provide report preparation and office management support. Also coordinates ICT, human resource, sales and marketing for the facility by engaging with the third-party service providers. As well as oversight and coordination of volunteers or internships that may be offered at the NRPR. Upon start-up for the initial offerings, this role will also oversee bookings and reservations until the guest services department is established. The post will also be the first point of contact for external stakeholders such as regularity bodies, environmentalists and research groups and academics for special tours and research activities. The position reports directly to the NRPR Director.
  
- ✦ **Front Desk Officer** – the front desk officer will have a dual role initially (in year 1) as the cashier and is also responsible for greeting guests and visitors to the NRPR and responds to all incoming calls, information relating to services and reservations. Upon start-up for the initial offerings, this role will report to the Administrator until the Guest Services Department is established. Thereafter the position will report to the Guest Services Manager under the Guest Services Department.
  
- ✦ **Office/Kitchen Attendant** – The role provides in-house support for the kitchen area and employees who require basic clerical assistance. Upon start-up for the initial offerings, the role will report to the Administrator. Thereafter the role will report into the Guest Services Department.
  
- ✦ **Tour Guide** – Role is responsible for research and information relating to the NRPR, flora and fauna, preservation activities and the environment. They are the lead for engaging with visitors and guests for tours relating the property as well as recommending complementary tours and events. In the first year this position will report to the Administrator. In the second year the position will be under the Guest Services Department and additional Tour Guide will be engaged based on the estimated uptick in activities.
  
- ✦ **Nurse** – responsible for overseeing and implementing health and safety guidelines as well as offering first response services to staff and visitors in cases of emergencies. He/she will

then make a referral depending on the severity of the cases to the designated medical practitioner.

- ✦ **Games Attendant** – plans and manage onsite games and activities in keeping with safety standards.
  
- ✦ **Projects & Property Manager** – Leads oversight of infrastructure development projects during the construction phase for the redevelopment in the capacity of Project Manager. Upon start-up, the role will straddle the day-to-day infrastructure maintenance activities for all the company’s assets on the facility. The role will also oversee the security, safety, janitorial services/housekeeping, emergency management and disaster response efforts to safeguard the assets of the company and the general safety of employees and guests. The post holder will also oversee engagements with local authorities. In year three (3) of operations, this position would transition to the Facilities & Property Manager role.
  
- ✦ **Projects Officer** – sees to the initiation, planning and execution of all infrastructure and maintenance projects and steward of project records and the Stores Area. The position reports directly to the Property Manager.
  
- ✦ **Caretaker** – role responsible for the day-to-day technical maintenance of plant and equipment, addressing minor masonry works as well as troubleshooting plumbing and electrical issues. The person will be provided with accommodations on property to respond to emergency issues and provide support for overnight guests. The position reports to the Property Manager. The position reports directly to the Property Manager.

## Additional Staff Year 2

- ✦ **Guest Services Manager** – to lead and establish the policies, protocols, activities and service levels for all visitors and guests to the facility.
  
- ✦ **Cashier** – Role will process all on site payments and issue petty cash and cheques. The position reports directly to the Accounting Officer.

- **Entertainment & Wellness Coordinator** – responsible for the planning, coordination and operation of the Wellness Center and onsite attractions at the NRPR.
- **An additional Tour Guide** – responsibilities are in keeping with those described for the Tour Guide in Year 1. This position is under the Guest Services Department.

## Outsourced Services

To support the core business activities and guest services, particular services will be obtained from service providers, these include (but not limited to):



### IT, Sales and Marketing Support

IT, Sales and Marketing are under the oversight of the Administrator, who will liaise directly with service providers. IT business solutions and tools will be provided by a selected service provider for Wi-Fi services as well as ICT support. The Service Providers for sales and marketing respectively will conduct activities in keeping with Marketing Plan.



### Auxiliary Services

A external service providers will maintain (grounds maintenance, cleaning & sanitizing) the physical environment and creating an aesthetically pleasing ambiance in the various service buildings and the cabins (when constructed).



### Security Services

A external service providers will be engaged to provide onsite security and emergency response to safeguard life and property.



### Catering Services

For all our premium packages, breakfast will be prepared and delivered to the NRPR by an external service provider for the first three (3) years of operation. This activity will be under the oversight of the Administrator in the Year 1 and the Guest Services Department thereafter. The three-year demand will be looked at to inform whether a full-time kitchen/restaurant operation should be conducted onsite.



### **Professional Services**

- Legal & Regulatory Affairs reports into the Board of Directors
- Auditing reporting into the Board of Directors
- Fitness Experts (Yoga/Pilates Instructors etc.) – They will be engaged to support the offerings of the Wellness Center as needed.
- Medical Services – Agreements will be developed with medical facilities within the area to support emergency response activities.

## SECTION 7- RISKS & ASSUMPTIONS

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## Risks

The NRPR operating zone will not be immune to the potential problems and associated risks that every new tourism attraction or business venture may experience. Therefore, it is important that these issues be identified, and the necessary measures put in place to mitigate the negative effects. Below are some of the major financial and operational risks that have been identified and considered as significant impediments to the successful launch of the facility into a viable ecotourism business. The following risks should be reviewed in tandem with the Situation Analysis that was prepared in the year 2020 for the facility:

**TABLE 15. RISK MATRIX**

RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
<b>Sourcing sufficient finance to complete the redevelopment activities and start-up costs</b>	Financial capability	High	Mitigate	Securing finance for the redevelopment and start-up of operations for the NRPR is critical. Based on the nature of the area and the limitations in the types of activities that can be conducted, finding the best fit investor may be a challenge. Considering same, the Operation of the NRPR will be appropriately positioned as a PPP arrangement with support provided by the GOJ, to enable the redevelopment of the facility with the fiscal incentives provided under the Ministry of Tourism for tourist accommodations and attractions.
<b>Lower than projected visitors due to lack of awareness of the NRPR and its offering, resulting in poor financial performance.</b>	Marketing and Promotion	Medium	Mitigate	Through strong partnership with the government entities (Tourism Enhancement Fund, Jamaica Tourist Board etc.) and local stakeholders in the Negril community, an appropriate marketing and promotion programme will be designed and executed.
<b>Closure of the facility due to extreme weather events which create infrastructure damage and downturn in revenue generation.</b>	Climatic	High	Mitigate	The redevelopment of the NRPR will ensure climate sensitized infrastructure. A Disaster Risk Recovery Plan/ Business Continuity Plan will also be developed and implemented to ensure that relevant internal and external teams understand the protocols, when faced with a disaster and can re-establish business activity in the shortest possible time frame.

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
<b>Continued impact from the COVID-19 pandemic and other Communicable diseases that may negatively impact guests and employees.</b>	Health & Safety	Low	Accept & Mitigate	<p>With the distribution of a vaccine to combat Covid-19, it is anticipated that international travel will sufficiently rebound in time for the opening of the facility. Notwithstanding, the marketing activities for the NRPR will include targeting for locals, thus mitigating the continued reduction in international travel and ensuring significant revenue inflows.</p> <p>The NRPR will ensure that it reduces the risk of communicable diseases in general by implementing the necessary health protocols in keeping with recommendations from the Ministry of Health and other relevant authorities. The Health and Safety Plan will assist in providing guidance for employees and visitors who utilize the facility.</p>
<b>Unpleasant visitor/guest experiences due to poor service or poor/limited offerings.</b>	Guest Satisfaction	Medium	Mitigate	<p>Service standards and guest satisfaction are critical to ensuring repeat business and the attraction of new guests. As such, attracting and retaining the right talent to offer services and providing ongoing training will be central to maintaining service standards. Additionally, ongoing research into guest satisfaction, as well as new and innovative offerings will be a major aspect of the NRPR's operations.</p>
<b>Underestimation of the budgetary considerations for the operations in year one and conservative earnings which may discourage the Investor.</b>	Financial capability	Medium	Accept & mitigate	<p>To manage expectations the estimates and revenues; these should be reviewed and managed in keeping with a defined financial plan for the facility as well as engagement of a competent, qualified and astute Financial Controller.</p>

RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
<b>Loss of life and damage to property due to inadequate security measures and protocols, resulting in significant negative publicity and low visitor patronage and bookings.</b>	Safety and Security	Medium	Mitigate	Security at the NRPR will be assessed on an ongoing basis. Component service providers will be engaged to develop and implement the Security Plan for facility with ongoing monitoring of the adherence to protocols being carried out by the Projects and Property Department.
<b>Injury of visitors/guests due to ongoing infrastructure development or other hazards at the site leading to litigation against the NRPR. This may result in tainting of the NRPR brand, triggering decline in visitors.</b>	Hazards & Disasters	Low	Transfer & mitigate	<p>As a facility that will offer accommodations and other services to visitors, it is critical to ensure the safety guests, employees and property, as well as to maintain service standards. Importantly, all attempts will be made to ensure that the building infrastructure meets or exceed regulatory standards.</p> <p>The NRPR Operations Team will also conduct coordinated inspections of the facility to ensure the integrity of the building, identification and elimination of hazards. A Health and Safety Plan will be prepared to guide the management and response to building hazards and health issues. As a part of its overall Occupational Health and Safety Plan, the Projects and Property Management Department will monitor various onsite risks and hazards.</p> <p>Separately, the Redevelopment Project Team will be accountable for any damage that is due to faulty workmanship, which would ideally have been due to the infrastructure development activities. Additionally, there should be a defects liability period after the completion of the development activities.</p>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
<b>Low international visitor stays due to perceived crime/danger in Jamaica resulting in marginal bookings from tourists of the NRPR.</b>	Marketing and Promotion	Low	Accept	The NRPR will monitor crime statistics and work closely with its partners from the Government’s Tourism Agencies and Negril stakeholders, to ensure relevant responses to any perceived dangers are developed to encourage visitors to Jamaica and Negril by extension. The NRPR will also ramp up its marketing and promotion targeting locals to visit the space with the aim of bridging the gap in its earnings based on a reduction in international visitors.
<b>Misalignment of project plans for the redevelopment of the NRPR and the Business Plan.</b>	Business development & implementation	Medium	Mitigate	The operation of the NRPR has an ecotourism attraction is heavily dependent on the initiation and completion of the redevelopment of the area, to accommodate the facilities to support the offerings. As proposed the NRPR redevelopment will begin prior to the launch of initial offerings however it is anticipated that the construction will continue thereafter. The project plan for the redevelopment of the space was not available during the preparation of this business plan and therefore certain assumptions were made which may conflict with the realities for the operation of NRPR which are anticipated to provide its initial offerings in April 2022. During project planning and execution for the redevelopment changes may be made based on new onsite findings or poor project management which may conflict with the details outlined in this Business Plan or result in the requirement for significant adjustments to the Business Plan. This can be mitigated through alignment of the project plan with the Business Plan and a strong project team and steering committee being established with a shared vision.
<b>Weather systems and natural disasters in general, may</b>	Hazards & Disasters	High	Accept & Transfer	Natural disasters such as hurricanes, earthquakes or tsunami would threaten the assets of the infrastructure and the overall operation of the facility.

RISK DESCRIPTION	RISK CATEGORY	RISK LEVEL	RISK RESPONSE CATEGORY	RISK RESPONSE RISK RESPONSE DESCRIPTION
negatively impact the operations based on the NRPR's overall topography and its history of flooding				<p>Accordingly, the redevelopment activities for the NRPR should include climate change conscious designs that can mitigate against flooding but also ensure resilience in the face of hurricanes etc.</p> <p>Securing Property Insurance for the fixed assets and infrastructure will assist will recovering financial loss for fixed assets. There is a possibility that this will be at a high cost based on the history of the area in relation to flooding, nonetheless, prior to completion of the redevelopment activities, Insurers will be engaged to determine whether the necessary insurance can be obtained and the associated costs determined. Additionally, an Emergency &amp; Disaster Management &amp; Recovery Plan and a Business Continuity Plan will be developed to assist with streamlining recovery activities for business operations in the event of a natural disaster or emergency.</p>
Bush fires near the NRPR operational zone and poor fire safety protocols in the buildings that threaten property and life.	Hazards & Disasters	Low	Mitigate & Transfer	<p>A strong Management Plan has been developed which provides a guide for the management of fires which is a perennial threat to the Morass area.</p> <p>The Operator should develop an Emergency and Disaster Response Plan to complement the Management Plan to provide strict guidelines as it regards prevention and response to disasters of this nature.</p> <p>Separately, securing Property Insurance for the fixed assets and infrastructure will assist in recovering financial loss in the event the relevant protocols are unsuccessful.</p>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
<b>Inability to recover investment if the venture is unsuccessful</b>	Financial Capability	Low	Accept	Even with the confidence that the NRPR will be a successful ecotourism attraction, it will be irresponsible not to consider how a financial investment in the NRPR will be recovered if the venture is unsuccessful. The options considered include to leasing spaces at the facility to third party service providers until the initial investment is recovered and to divest fixed assets.
<b>The devaluation of the Jamaican dollar which results in increased operating costs associated with among other things electricity, water, and Wi-Fi.</b>	Financial Capability	Medium	Accept	Fluctuation in the exchange rate should be appropriately monitored in keeping with a defined financial plan for the facility. The ability of the facility to manage changing operating costs is assisted by a competent, qualified and astute Financial Controller.
<b>An increase in the minimum wage will affect the cost of services at the lower tier of employment and affect such costs in the NRPR as security, sanitation, and other external services. This will have a chain reaction of increased operating costs for the NRPR</b>	Financial Capability	Low	Accept	The ability of the facility to manage changing operating costs is assisted by a competent, qualified and astute Financial Controller.



RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
Brand perception and value – it is important that visitors perceive that they are getting value for money and that the brand maintains a positive image. There is a major risk if these are not properly managed as this can lead to visitors no longer travelling to the Reserve.	Marketing & Branding	High	Mitigate	A robust brand management strategy is required which includes appropriate training for staff and affiliates.
Problematic affiliations – NRPR will rely heavily on partnerships with a range of companies, particularly those in the travel/tourism industry. The risk of aligning with a company that does not have or develops a bad reputation exists in this area	Partnerships	Low	Avoid	Monitor partner companies public image using tools such as google alerts and industry news. This will provide enough time for NRPR to remove itself from any potentially damaging relationship.
NRPR may face the challenge of being unable to maintain good relationships/partnerships	Partnerships	Low	Avoid	Develop a relationship management strategy that is kept up to date and adhered to.

RISK DESCRIPTION	RISK	RISK LEVEL	RISK RESPONSE	
	CATEGORY		RISK RESPONSE CATEGORY	RISK RESPONSE DESCRIPTION
<b>Brand fatigue – clients may become tired of hearing the same stories and seeing the product positioned in the same way. It is important to refresh the image and keep the stories relatable and current.</b>	Marketing & Branding	Low	Avoid	Using analytics to measure engagement and providing personalized useful insights in the creation of creative and entertaining content can help to prevent this occurrence
<b>Inconsistent and misleading event branding and advertising. If customers are unable to trust the information that companies are creating and sharing it will be difficult for them to trust and support the brand</b>	Marketing & Branding	Low	Mitigate	Always ensure that the information is accurate and consistent. Adhere to company established branding guidelines.

## Assumptions

The business strategy and associated plans have been developed based on the following assumptions:

1. The facility will receive fiscal incentives provided for tourism operations of a similar nature.
2. A PPP Concession to develop, operate and maintain the facility will be offered to a prudent investor.
3. The redevelopment of the facility will commence prior to opening the property to the public. This redevelopment will be completed on phased basis to facilitate the initial offers as outlined in this Business Plan.
4. The redevelopment project plans will be solely focused on design and building infrastructure development and the associated budget determined by the project steering committee and project team. The redevelopment project costs are separate from the business start-up costs and the three (3) year forecast for the operation of the facility which includes maintenance, furnishings and staff costs, as well as utilities.
5. Partnerships with the Ministry of Tourism and attendant agencies will be established prior to launching the initial offerings.
6. Given the financials that have been prepared in keeping with operations as outlined in this Business Plan a conservative profit will be achieved in the first year all things being held constant.
7. An update of the financial forecast will be conducted in support of the startup action plan which is to be developed by the investor.

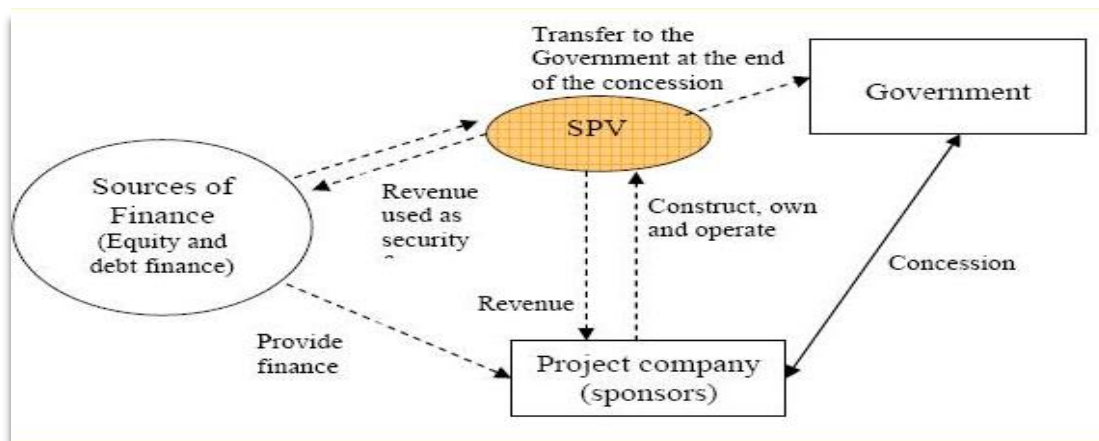
## SECTION 8 - BUSINESS MODEL & RECOMMENDATIONS

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## Business Model

As a government owned facility and based on the sizable investment that will be required to redevelop the space and implement the business model to ensure profitability and appropriate management of risk transfer, a Public Private Partnership arrangement would be the best fit. With a concession arrangement to design, build, operate and maintain the NRPR facility, the government will retain the ultimate ownership of the facility, the concessionaire will pay funds to the government for the concession rights. The conditions of the concession and the activities to engage a concessionaire will be carried out by the NEPA in keeping with the *Policy and Institutional Framework for the Implementation of a Public-Private Partnership Programme for the Government of Jamaica: The PPP Policy Revised 2017*. The proposed framework for this NRPR PPP arrangement is as outlined in Fig. 7 below.

**FIG. 7 CONCESSION FRAMEWORK**



Source: United Nations Economic & Social Commission for Asia and the Pacific [https://www.unescap.org/ttdw/ppp/ppp\\_primer/225\\_concessions.html](https://www.unescap.org/ttdw/ppp/ppp_primer/225_concessions.html)

It is expected the concessionaire will operate a value focused and people centric business operation, that respects the environment and attendant regulations that support the NRPR. The applicable operating model will be in keeping with a typical guest services business, (bed and breakfast operation) with open spaces and non-motorised attractions as value added services allowing low level impact tourism that is licensed by the Jamaica Tourist Board.

The characteristics of the potential Investor/s should include among other things; environmental consciousness, experience successfully launching and operating a guest service

business and/or tourist attraction; and previous history of socially responsible business operations.

Under the stewardship of the selected investor, the NRPR will boast a guest services model where marketing strategies and activities will be geared towards attracting locals who enjoy the outdoors and tourists who are keen on traveling responsibly. These tourists are nature lovers who are ardent on conservation efforts as well as tourists who utilizes nature for therapeutic relaxation and exploration. There will also be value added services through the offering of small scale of boutique sophisticated cabins, camping and glamping for guests wishing to use the facility.

The opportunity for relationship marketing will also play a role in the opportunity for the NRPR, as its location provides numerous opportunities for partnerships. With the NRPR positioned to become one of Jamaica's prime eco-tourism hotspots, the opportunity for collaboration with other stakeholders in the tourism sector and regulatory environment is a great way to promote the location and its offerings. This represents a paradigm of change which is mainly related to a shift from the focus of transactions to the focus of relationships.

## Recommendations

### Redevelopment Project

The redevelopment project is a critical success factor that will impact the success of the NRPR operating zone. It is recommended that a steering committee will be established to assist with project management activities related to the redevelopment. It is also recommended that the steering committee include individuals with a clear understanding of the interdependences and delicate balance of nature at the NRPR to ensure that the designs (architecture, layout and size), construction and proposed activities will have minimal impact on the environment. Competent engineers should be engaged to assess the suitable areas for construction of the proposed infrastructure which are outlined in this business plan.

Upon completion of the infrastructure, NEPA and other interests should collaborate with the operator to realize the vision for the space, as well as provide guidance relating to any additional development of this protected area.

### Future Activities

As this Business Plan provides a roadmap for the start-up activities and first three (3) years of operations, the following are recommended offerings which can be considered for implementation in the long-term/post the start-up period:

- To increase awareness of the Reserve and the significance of the morass and its importance as an eco-system to endemic flora and fauna it is recommended that the NRPR establish a physical and virtual interpretative centre in the medium to long term. Donations such as artifacts etc. will be required for the full establishment of the interpretative centre. This will serve as the hub of information for all things related to environmental protection and conservation as well as our cultural heritage, the Negril Morass and the biodiversity of the Negril area. A regular programme of seminars and workshops can also be implemented, based on the needs of specific groups. Partnership should also be sought with the local school community from primary to tertiary level as a part of the awareness raising campaign. We also recommend that this is included as a part of the offerings to enhance visitor experience.
- Consideration should be made to include electric ATVs and a zipline course as additional attractions in the long term, subject to the relevant cost benefit analysis being conducted; identification of the capital required for implementation and receipt of approvals from the relevant authorities for the additional infrastructure to facilitate these activities. These attractions will potentially open the facility to a new customer segment characterized by adventure lovers/thrill seekers.
- A wildlife sanctuary can also be considered which is in keeping with the conservation efforts related to the facility. The feasibility of this activity as a component of the operations will have to be conducted to guarantee proper care for the animals and the management of expenses relating to same.
- As a part of the wellness offerings a medical cannabis facility can be considered subject to receipt of the permits from the relevant authorities. Notably to reduce operational

expenses and risks to the NRPR Operator, a lease can be offered to an existing Cannabis operator to establish operations at the NRPR which would complement the existing focus and offerings.

- Full event management packages to include photography, décor, lighting and catering services. The space is already a perfect venue for small gatherings, thus providing all additional services through partnerships with service providers would facilitate a wider service offering.
- Onsite photography services to capture moments for visitors and guests in the rustic outdoors.
- Aerial rope obstacle course – This will allow individuals to guide themselves through a series of obstacles in a network of ropes and includes an outdoor climbing wall. Safety would be provided by way of harnesses, nets at the base of the structure and a tour operator. Feasibility and insurance requirements among other things will have to be considered.



## SECTION 9 – FINANCIAL FORECAST

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## Initial Capital Investment

A startup capital investment of US\$500,000 is being proposed through private equity. Capital investments in year 1 and 2 totals US\$353,420.00 representing 71% of initial requirement for set up of the NRPR operating zone. Notably, year 1 financial considerations are expected to commence 6 months prior opening the NRPR operating zone.

**TABLE 16. CAPITAL INVESTMENTS**

NEGRIL ROYAL PALMS RESERVE		
<b><u>CAPITAL INVESTMENT</u></b>	<b>YR1</b>	<b>Y2</b>
	<b>\$</b>	<b>\$</b>
<b>Computer and Equipment</b>	66,000	60,000
<b>Building and Leasehold Improvement</b>	34,558	21,420
<b>Furniture and Fixtures:</b>	104,899	24,138
<b>Amenities</b>	31,020	11,385
	<b>236,477</b>	<b>116,943</b>
	47%	23%

The capital investment would guarantee a positive cash flow over the 3 years of development and operation, resulting in a return on investment of 2% in year 1 up to 122% in year 3. This is on the equity is finance by the way self-finance as against debt equity.

## Projected Cashflow

Considering the phase implementation of the offerings of the NRPR, the cash flow includes the

<b>NEGRIL ROYAL PALM RESERVE</b>			
<b>PROJECTED CASH FLOW STATEMENT</b>			
<b>REPRESENTING OF 3 YEARS AND 6 INITIAL MONTHS</b>			
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
	<b>TOTALS</b>	<b>TOTALS</b>	<b>TOTALS</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
capital expenditure and			
<b><u>MONTHLY</u></b>			
<b><u>CASHFLOWS IN</u></b>			
Initial Capital Injection /Grant	500,000		
<b>Income Generated:</b>			
Day Pass (Day pass only and Day pass with attractions)	68,410	76,557	109,809
Standard Cabin Rate	0	6,720	7,680
Premium Cabin Rate	0	31,200	33,600
Camping Rates (Ind and Group)	36,480	46,080	57,600
Camping Amenities	20,736	20,736	21,504
Events	24,539	34,780	47,000
Film Production	74,000	88,800	96,200
Kayaking	0	3,720	5,745
Fishing	2,620	3,960	6,839
Cycling	3,494	5,940	8,207
Wellness Centre	0	44,320	126,400
Star Gazing	1,080	1,080	1,080
Guided Nature Walk	10,481	23,759	16,414
Snack Bar & Lounge	0	32,435	26,992
Other Income-Special Events	135,000	192,500	220,000
<b>Total Cashflow In</b>	<b>376,839</b>	<b>612,587</b>	<b>785,069</b>
<b>Additional Income:</b>			
SPA -RENTAL -FULLY SERVICED	0	0	300,000
<b>TOTAL CASHFLOW IN</b>	<b>376,839</b>	<b>612,587</b>	<b>1,085,069</b>
<b><u>CASHFLOWS OUT</u></b>			
<b><u>Capital Expenditure</u></b>			
Computer and Equipment	66,000	60,000	0
Leasehold Improvements	34,558	21,420	0
Furniture and Fixtures:	104,899	24,138	0
Amenities	31,020	11,385	0
<b>Cost of Sales -Direct Expenses</b>			
Campsite General Upkeep/Supplies	17,165	38,168	40,370
Equipments Upkeep (bicycles/kayaks)	6,500	3,224	3,305
Bait Shop Supplies	2,500	8,303	9,059
Snack Bar Purchases	7,588	18,995	19,455
Cost of Sales -Direct Expenses	3,000	20,690	20,690
Calendar Event Cost	30,000	87,622	99,000
<b>Business Expenditure</b>			
Administrative and General	61,913	62,086	71,952
Selling, Advertising and Commission	214,277	193,456	183,844
Finance Cost	1,914	1,914	1,970
<b>Total Cashflows Out</b>	<b>581,334</b>	<b>551,401</b>	<b>449,644</b>
Increase/(Decrease) in Cash	44,585	61,186	635,425
Cash, Beginning	250,920	295,506	356,692
Cash, Ending	295,506	356,692	992,117

other costs for the initial of set-up which is expected to begin 6 months prior to opening as well as the additional offerings in year 2. Further details regarding the projected income and operational expenses are outlined below.

## Income

The development of the NRPR operating zone would generate income from several amenities and attractions accessed by approximately 28,000 visitors over 3 years. Each offering assumes that the volume of visitors to the operating zone would be higher month on month based on the season and the carrying capacity of the space without compromising the delicate eco system. As indicated in the table below, earning from the offerings are expected to yield gross income of US\$376,839 in Year1 up to US\$1085,069 in year 3.

**TABLE 17 SUMMARY OF INCOME**

	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Gross Income	376,839	612,587	1,085,069
Total Expenses	(366,011)	(461,313)	(476,499)
Net Profit/(Loss)	10,829	151,274	608,570
Gross Profit Margin	82%	71%	82%
Net Profit Margin	3%	26%	98%
Return On Investments	2%	30%	122%

## Return on Investment

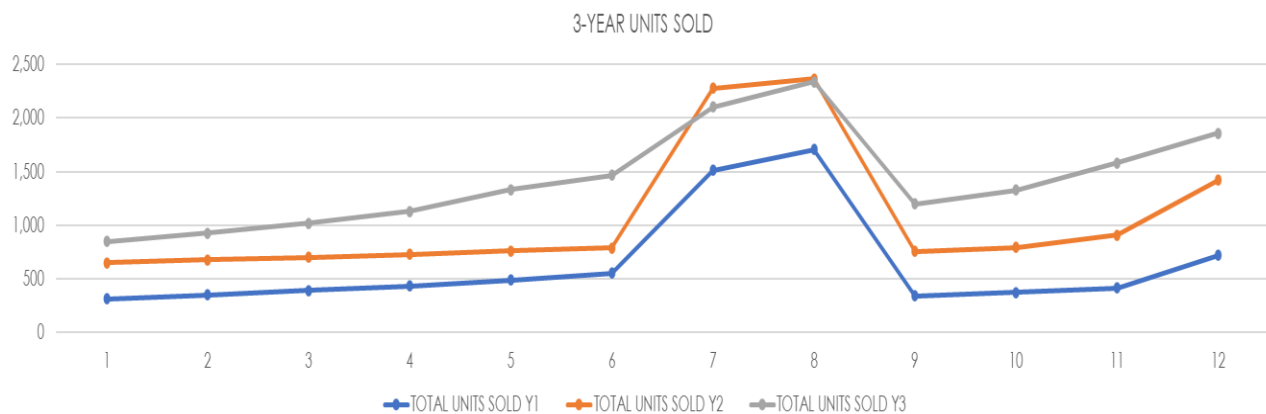
The return on investment for year 1 is less than 5%, while in year 2 it is projected to increase to approximately 30% as the focus would shift to growth and full operation. By strategically managing the operations the net profit margin for year 3 is 122%.

**TABLE 18 TOTAL SALES**

PROJECTED UNITS SALE	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
TOTAL UNITS SOLD Y1	315	350	393	435	488	552	1,512	1,709	342	374	417	718
TOTAL UNITS SOLD Y2	652	677	703	731	760	790	2,279	2,364	756	793	907	1,423
TOTAL UNITS SOLD Y3	850	929	1,021	1,131	1,331	1,467	2,105	2,340	1,201	1,326	1,582	1,857

As illustrated in the table above, collectively sales in the months of July, August, and December account for 52% of total sales in year 1, 47% in year 2 and 41% in year 3. Notably these represents the major holidays in Jamaica when individuals seeks family-oriented adventures. These months are considered peak season. Importantly for year 3, the sales are more evenly spread as visitation during off peak season is expected to increase. Please see graph below which highlights the expected shifts in the units sold month on month over the three years of operations.

**GRAPH 1 – UNITS SOLD (MONTH ON MONTH) – 3 YEAR PERIOD**



## Income Streams

Income offerings are strategically introduced in packages that combine two or more offerings e.g., renting a cabin and providing additional amenities such as fishing and kayaking to guests. The idea is to create an experience whilst earning. (Camping with nature walk etc.) The table below provides a breakdown of the expected earnings for each income stream.

**Table 19 – Income Streams Year 1-3**

REVENUE	Year 1	Year 2	Year 3	Units Sold
Day Pass(Added Attractions)	\$68,410	\$76,557	\$109,809	20,845
Standard Cabin Rate	\$0	\$6,720	\$7,680	192
Premium Cabin Rate	\$0	\$31,200	\$33,600	480
Camping Rates	\$36,480	\$46,080	\$57,600	1,152
Camping Amenities	\$20,736	\$20,736	\$21,504	576
Events	\$24,539	\$34,780	\$47,000	614
Film Production	\$74,000	\$88,800	\$96,200	226
Kayaking	\$0	\$3,720	\$5,745	70
Fishing	\$2,620	\$3,960	\$6,839	460
Cycling	\$3,494	\$5,940	\$8,207	646
Wellness Centre	\$0	\$44,320	\$126,400	1,292
Star Gazing	\$1,080	\$1,080	\$1,080	4,268
Guided Nature Walk	\$10,481	\$23,759	\$16,414	108
Snack Bar & Lounge	\$0	\$32,435	\$26,992	2,533
Other Income -Special Event	\$135,000	\$192,500	\$220,000	3,962
SPA-Full Service			\$300,000	
<b>TOTAL GROSS REVENUE</b>	<b>\$376,839</b>	<b>\$612,587</b>	<b>\$1,085,069</b>	<b>37425</b>

**Major Income Earners**

The offering over 3 years represents 15 income sources, 5 of which are major earners. The major earners generate more than 50% of total income as illustrated in the table below.

**TABLE 20 – MAJOR INCOME EARNERS**

REVENUE	Year 1	Year 2	Year 3
Day Pass(Added Attractions)	\$68,410	\$76,557	\$109,809
Film Production	\$74,000	\$88,800	\$96,200
Wellness Centre	\$0	\$44,320	\$126,400
Other Income -Special Event	\$135,000	\$192,500	\$220,000
SPA-Full Service	\$0	\$0	\$300,000
	<u>\$277,410</u>	<u>\$402,177</u>	<u>\$852,409</u>
<b>% of Total Gross Income</b>	<b>74%</b>	<b>66%</b>	<b>79%</b>

### Day Pass

Sales of day passes are projected to achieve the highest units sold, with over 6000 in Year 1 up to approximately 9500 in Year 3. The standard entry fee is at US\$10, this goes up to US\$15 when the extra amenities are added. Additional amenities:

1. Reserved picnic table,
2. Full access to inflated obstacle course
3. Outdoor games

Also rope obstacle course challenge (when available) Children under 10 years old are free. These costs will remain in place for the 3 years.

### Film Production

Jamaica is known for its beautiful landscapes and the NRPR operating zone will be marketed as the perfect settings for movies, commercials, documentary, and short films. To protect the eco system in year 1, this offering will be facilitated every 3 months to give time for recovery. Year 2 and 3 will see an increase over the calendar year as the operating zone becomes known to the film industry.

- Year 1- A maximum of 4 productions will be allowed every quarter, this is expected to generate US\$74000.00 per annum.
- Year 2- An even spread of 2 productions monthly, this is expected to generate US\$88,800.00 per annum.
- Year 3- An increase of every week 1 production can be accommodated; this is expected to generate US\$96,200.00 per annum.

### Wellness Center

The wellness center will be introduced in July of year 2 with several offerings including gym facilities, natural healing centers and overall wellness treatment. The center will be marketed to attract over 200 guests in peak seasons to a low of 105. The return on investment of US\$60000.00 in the wellness center will be realized by the end of Quarter 2 of Year 3 and earn gross profit of approximately 123% by the end of Year 3.

### **Special Events**

Special events represent 36% of Gross Income in Yr1. This is not to be confused with general events (birthday party, weddings etc.), as special events (such as World Environmental Day) are calendar items hosted twice per year starting in year 1. This unique offering will seek to:

1. Acquire external sponsorship of at least 50% to cover the cost to hosts.
2. Rental of tent space to facilitate vendors related to the theme.
3. Full package to guests (cabin, tent, attractions) under different payment packages

Other special events slated for Year 3:

1. Weekend Marathon (Bicycling and running)
2. Artist Camp

These calendar events are expected to earn 35% in Yr1, 31% in Yr2 and 21% in Yr3. Please note that as additional offerings are provided by the facility, income earned becomes more evenly distributed in Yr3.

### **The Spa Space**

Based on the research, the spa facilities will be a guaranteed source of income for the NRPR operator by leasing to an independent entity upon completion in Year 3. With the standard leasing period being 10-25 years for commercial arrangements of this nature, it is recommended that the spa space be offered for a minimum of 12 years. This will see earnings of US\$3.6mill over the life of the lease at US\$300,000 per annum.

### **Cash Flows Operating Cost**

Operating cash flows over 3 years is expected to remain positive as the operating zone will primarily have a high spending need for the initial setup to the 2<sup>nd</sup> quarter of year 2. Thereafter the spend will taper off in year 3 with a focus on maintenance. Importantly operational cost



such as salary moves from an estimated high of US\$210,553 in Yr1 to US\$180,120 in Yr3, (as illustrated in the table below) as a result of:

1. Staff being required 6 months prior to opening to facilitate activities during the initial setup.
2. Specialized training for staff as each new facility within the zone becomes operational.
3. Increase in support staff year 2 and 3 verses specialized staff engaged in year 1.
4. Management training to function in multiple areas, reducing the overhead.

The forecast expenditure in year 3 is a good indicator for the subsequent years all things remaining constant.

### Cost of Income

The cost of income (COS) is projected to be 18% in Yr1 however, there was a sharp increase of 29% in Yr2 as additional attractions will be introduced. In year3 it rebounds to 18%, due to the income earnings from the leasing of the Spa facilities with no maintenance expense to the NRPR operators.

**TABLE 21 – BALANCE SHEET (THREE YEARS)**

<b>Operational Cost- (Sample Data -Comp Income)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Cost of Sales	<u>66,753</u>	<u>177,002</u>	<u>191,879</u>
<b>Selling &amp; Promotion :</b>			
Salaries, Benefits and Wages	<u>210,553</u>	<u>189,732</u>	<u>180,120</u>
Net Profit	<u>10,829</u>	<u>161,328</u>	<u>769,123</u>

**TABLE 21 – STATEMENT OF FINANCIAL POSITION**

<b>NEGRIL ROYAL PALMS RESERVE</b>				
<b>Statement of Financial Position</b>				
<b>Three year period</b>				
		<b>18 MONTHS</b>	<b>Year 2</b>	<b>Year 3</b>
		\$	\$	\$
<b>ASSETS</b>				
<b>NON-CURRENT ASSETS</b>				
Property, Plant & Equipment		215,323	304,636	277,006
<b>CURRENT ASSETS</b>				
Snack Shop Inventory		0	0	0
Cash & Cash Equivalent		295,506	356,692	992,117
<b>TOTAL CURRENT ASSETS</b>		<b>295,506</b>	<b>356,692</b>	<b>992,117</b>
<b>TOTAL ASSETS</b>		<b>510,829</b>	<b>661,328</b>	<b>1,269,123</b>
<b>EQUITY &amp; LIABILITIES</b>				
<b>SHAREHOLDERS' EQUITY</b>				
Share Capital		500,000	500,000	500,000
Retained Profit/(loss)		10,829	161,328	769,123
Capital Reserve				
		510,829	661,328	1,269,123
<b>Non-Current Liabilities</b>				
Long Term Loans		0	0	0
Tourism Grants		0	0	0
		0	0	0
<b>CURRENT LIABILITIES</b>				
Accounts Payable		0	0	0
Taxation		0	0	0
		0	0	0
<b>TOTAL EQUITY &amp; LIABILITIES</b>		<b>510,829</b>	<b>661,328</b>	<b>1,269,123</b>

**TABLE 22 – STATEMENT OF COMPREHENSIVE INCOME**

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

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**NEGRIL ROYAL PALMS RESERVE  
Statement of Comprehensive Income**

		<u>18 MONTHS</u>	YEAR 2	YEAR 3
		\$	\$	\$
<b>TURNOVER</b>	<b>Notes</b>			
Income	(2)	376,839	612,587	785,069
Other Income		0	0	300000
<b>Total Income</b>		<u>376,839</u>	<u>612,587</u>	<u>1,085,069</u>
Cost of Sales		(66,753)	(177,002)	(191,879)
Gross Profit		<u>310,087</u>	<u>435,585</u>	<u>893,190</u>
Other Operating Income		0	0	0
		<u>310,087</u>	<u>435,585</u>	<u>893,190</u>
Administrative & General		(83,067)	(89,716)	(99,581)
Selling & Promotion		(214,277)	(193,456)	(183,844)
		<u>(297,344)</u>	<u>(283,172)</u>	<u>(283,425)</u>
Operating Profit		12,743	152,414	609,765
Finance Cost		(1,914)	(1,914)	(1,970)
Profit Before Taxation		<u>10,829</u>	<u>150,499</u>	<u>607,795</u>
Taxation Provision		0	0	0
Net Profit After Tax		<u>10,829</u>	<u>150,499</u>	<u>607,795</u>
Retained Profit/(Loss) Carried Forward		0	10,829	161,328
Retained Profit/(Loss) Brought Forward		<u><b>10,829</b></u>	<u><b>161,328</b></u>	<u><b>769,123</b></u>

**TABLE 23 – OPERATING AND ADMINISTRATIVE EXPENSES**

**NEGRIL ROYAL PALM RESERVE**

**Operating & Administrative Expenses**

	<b>18 Months</b>	<b>Year 2</b>	<b>Year 3</b>
<b>ADMINISTRATIVE AND GENERAL</b>	\$	\$	\$
Accounting & Audit Fees	0	0	0
Cleaning & Sanitation	9,655	10,138	10,645
Depreciation	21,154	27,630	27,630
Garbage Disposal	8,379	9,879	14,687
Insurance	8,966	9,414	11,297
Internet and Cable Fees	3,448	3,621	3,760
Licenses and Permits	2,845	362	500
Legal & Professional Fees	3,448	2,414	3,460
Repairs & Maintenance	0	0	0
Security	9,414	13,034	13,686
Stationery& Office Supplies	0	0	0
General & Other Expenses	11,620	7,500	7,956
Utilities	4,138	4,345	4,561
Website Maintenance		1,379	1,400
	83,067	89,716	99,581
<b>SELLING &amp; PROMOTION</b>			
Marketing, Discount & Commission	3,724	3,724	3,724
Salaries, Wages & Related Costs	210,553	189,732	180,120
	214,277	193,456	183,844
<b>FINANCE COST</b>			
Bank Charges & Interest	1,914	1,914	1,970
	0		
	1,914	1,914	1,970

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# ANNEX

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## Tourism Overview

### Global Tourism Statistics

According to the World Trade Organisation (WTO), prior to the COVID-19 pandemic, international tourist arrivals (overnight visitors) worldwide grew 4% in 2019 to reach 1.5 billion, based on worldwide reported statistics. The year 2019 was heralded as a year of strong growth, although slower compared to 2017 and 2018 which experienced a growth rate of 6% respectively. Demand was slower in advanced economies, particularly Europe which was impacted by Brexit and global geopolitical and trade tensions. The global economic slowdown was also a factor in diminished growth experienced in 2019. All regions enjoyed an increase in arrivals. The Middle East (+8%) led growth, followed by Asia and the Pacific (+5%). International arrivals in Europe and Africa (both +4%) increased in line with the world average, while the Americas saw growth of 2%<sup>8</sup>.

While the tourism industry remains one of the most negatively impacted by the pandemic, the duration of the virus outbreak has been a key contributing factor. An assessment of the overall impact of the COVID-19 pandemic, however, suggests the global tourism industry is likely to stabilize after 2023. The devastating impact of the COVID-19 pandemic on global tourism is reflected in 2021 statistics, with new data showing an eighty-seven percent (87%) fall in international tourist arrivals in January 2021 as compared to 2020.

### Jamaica's Tourism Sector

Jamaica has recorded consistent growth in tourism with annual figures in the period 2014-2019 consistently breaking the previous year's record. While 2019 was a strong year, it was impacted by the global decline from the preceding period, with a decline in cruise-ship passengers contributing to a decline across the board. It should be noted however that stopover arrivals did increase in that year with consistent increase in stopover arrivals from the 2010-2019 period. The table below provides details on Jamaica's ten-year annual tourist arrivals.

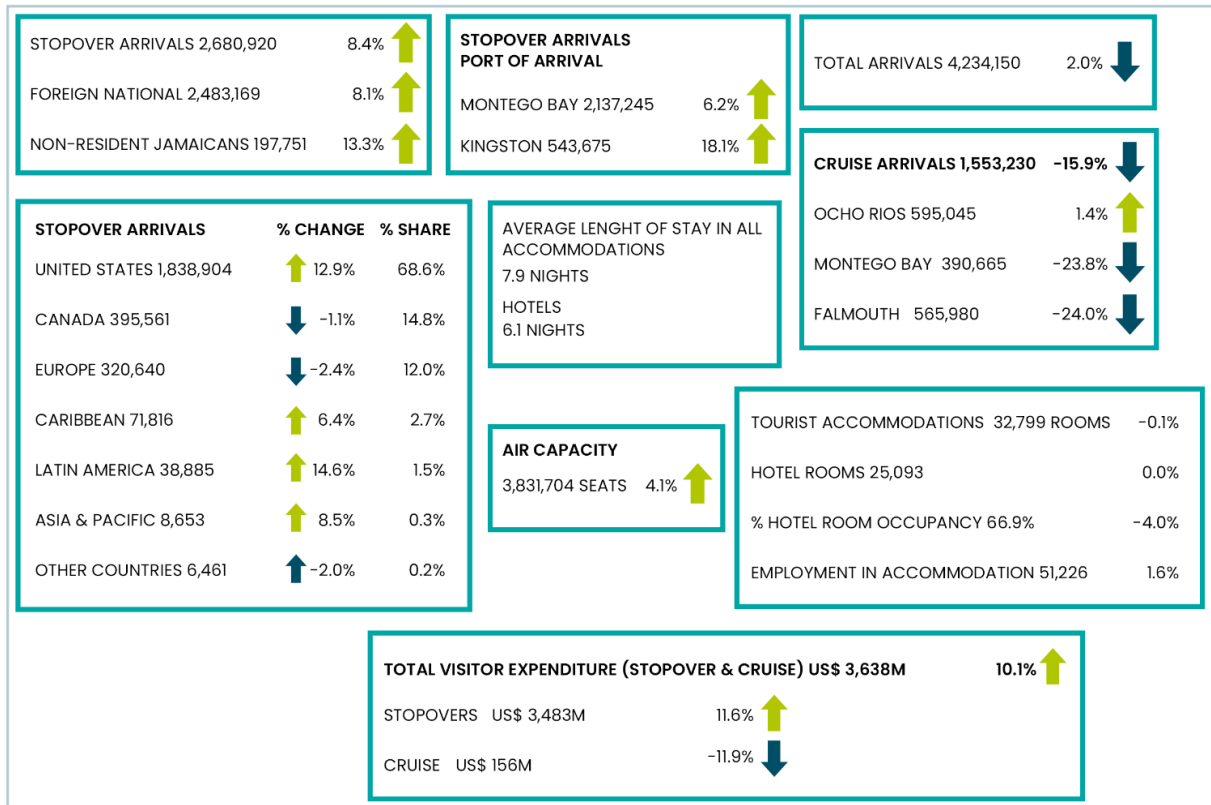
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<sup>8</sup>United National World Trade Organisation. World Tourism Barometer N°18 January 2020. January 19, 2020. [https://www.unwto.org/world-tourism-barometer-n18-january-2020#:~:text=International%20tourist%20arrivals%20\(overnight%20visitors,and%202018%20\(%2B6%25\)](https://www.unwto.org/world-tourism-barometer-n18-january-2020#:~:text=International%20tourist%20arrivals%20(overnight%20visitors,and%202018%20(%2B6%25).)). Site visited April 2, 2021.

**TABLE 1: JAMAICA TEN YEAR TOURIST ARRIVALS**

Year	Stopover	Cruise Passengers	Total	Annual Growth
2010	1,921,678	909,976	2,831,654	3%
2011	1,951,752	1,127,012	3,078,764	9%
2012	1,986,085	1,320,547	3,306,632	7%
2013	2,008,409	1,265,693	3,274,102	-1%
2014	2,080,181	1,424,047	3,504,228	7%
2015	2,123,042	1,569,342	3,692,384	5%
2016	2,181,685	1,656,151	3,837,836	4%
2017	2,352,915	1,923,274	4,275,189	11%
2018	2,472,727	1,845,873	4,318,600	1%
2019	2,680,920	1,552,346	4,233,266	-2%
			<b>Annual Average</b>	<b>4%</b>

**FIG. 1: SUMMARY OF MAIN TRAVEL**





**TABLE 2: STOPOVER ARRIVALS JAMAICA AND REASON FOR TRAVEL**

	2015		2016		2017		2018		2019	
	No.	% Share	No.	% Share	No.	% Share	No.	% Share	No.	% Share
Leisure, Recreation and Holiday	1,604,302	75.6	1,599,129	73.3	1,780,512	75.7	1,867,662	75.5	2,015,291	75.2
Visiting Friends & Relatives	293,693	13.8	360,167	16.5	362,962	15.4	385,046	15.6	419,395	15.6
Business	100,839	4.7	98,424	4.5	92,066	3.9	91,648	3.7	93,964	3.5
Other/not stated	124,208	5.9	123,964	5.7	117,375	5.0	128,371	5.2	152,270	5.7
<b>Total</b>	<b>2,123,042</b>	<b>100.0</b>	<b>2,181,684</b>	<b>100.0</b>	<b>2,352,915</b>	<b>100.0</b>	<b>2,472,727</b>	<b>100.0</b>	<b>2,680,928</b>	<b>100.0</b>

## Ecotourism Trends

The ecotourism industry worldwide was estimated at 181.1 billion U.S. dollars in 2019 with the sector forecast to reach 333.8 billion U.S. dollars in 2027, registering a Compound Annual Growth Rate (CAGR) of 14.3%. The rise of travel and tourism to unique destinations has shown significant resilience globally. Iceland, Kenya, Palau, and Nepal are the trending hotspots in unique ecotourism destinations across the globe. Nepal witnessed a monumental 24% increase in travellers in 2018, recording 1,173,072 travellers by year end. Similarly, Kenya's 2018 tourist arrivals increased by more than 37% , crossing the two (2) million mark. Likewise, countries such as Costa Rica, Galapagos Islands, and Panama, are now becoming cynosure for ecotourism.<sup>9</sup> Of course Jamaica has seen similar numbers in international travelers who are interested in its total tourism product, however the intention for the NRPR operating zone is to attract visitors who require more non-traditional tourism products such as ecotourism offerings.

<sup>9</sup> Statista. Ecotourism market size worldwide 2019-2027. March 18, 20201. Date visited: April 9, 20201. <https://www.statista.com/statistics/1221034/ecotourism-market-size-global/#:~:text=Ecotourism%20market%20size%20worldwide%202019%2D2027&text=The%20ecotourism%20industry%20worldwide%20was,a%20CAGR%20of%2014.3%20percent.>



# APPENDICES

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**Appendix 1 - Sample Itineraries**

*Segment 1 - Nature My Therapy Tour*

	<b>Activity</b>
<b>Day 1</b>	Fishing Negril 7 Mile Beach Negril Lighthouse
<b>Day 2</b>	Roaring River Park and Cave Birdwatching Bike tour
<b>Day 3</b>	Spa Day
<b>Day 4</b>	Tour of Rose Hall Great House Duty Free Shoppes Sugar Mill Restaurant
<b>Day 5</b>	Cultural immersion tour of Negril
<b>Day 6</b>	Free Day

*Segments 2 and 5 – Welcome Home Tour*

	<b>Activity</b>
<b>Day 1</b>	Blue Hole, Secret Falls, and Dunn's River Falls Combo
<b>Day 2</b>	Rick's Café Negril West End Tour
<b>Day 3</b>	Free Day
<b>Day 4</b>	YS Falls Joy Spence Rum Tour Pelican Bar
<b>Day 5</b>	Cultural Immersion Tour of Trelawny and Montego Bay Rose Hall Great House Tour
<b>Day 6</b>	Free Day

Segment 3 – Refreshed and Rejuvenated Tour

	Activity
<b>Day 1</b>	Senior's Yoga Bird Watching Negril 7 Mile Beach
<b>Day 2</b>	Senior's Yoga and Meditation Zambalis Mountain Cooking Studio Glass Bottom Boat Tour
<b>Day 3</b>	Senior's Yoga and Meditation Fishing Spa Day
<b>Day 4</b>	Senior's Yoga and Meditation Guided Nature Walk Rose Hall Great House Glittering Waters
<b>Day 5</b>	Senior's Yoga Cultural Immersion Tour of Negril
<b>Day 6</b>	Free Day

Segment 4 - Experience Jamaica Tour

	Activity
<b>Day 1</b>	Snorkelling/Scuba Diving Rick's Cafe Catamaran Cruise
<b>Day 2</b>	Zimbali's Mountain Cooking School YS Falls
<b>Day 3</b>	One Love Bus Bar Crawl Negril 7 Mile Beach
<b>Day 4</b>	Maroon Town Chukka Adventures
<b>Day 5</b>	Bob Marley Museum
<b>Day 6</b>	Spa Day

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Appendix 2 - 3 Year Sales Projections

NEGILR ROYAL PALM RESERVE													
START DATE													
YEAR 1	Sales Projections												
	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Year 1
Offerings													
Day Pass	110	127	145	167	192	221	673	774	120	138	159	283	3,110
Day Pass- with Attractions	88	101	116	134	154	177	538	619	96	110	127	226	2,488
Standard Cabin Rate	0	0	0	0	0	0	0	0	0	0	0	0	0
Premium Cabin Rate	0	0	0	0	0	0	0	0	0	0	0	0	0
Camping Rates (Group)	32	32	32	32	32	32	32	32	32	32	32	32	384
Camping Rates (Ind)	16	16	16	16	16	16	16	16	16	16	16	16	192
Camping Amenities	19	19	19	19	19	19	19	19	19	19	19	19	230
Events	4	4	4	4	4	4	4	4	4	4	4	8	52
Film Production	0	0	4	0	0	4	0	0	6	0	0	6	20
Kayaking	0	0	0	0	0	0	0	0	0	0	0	0	0
Fishing	7	8	9	10	11	13	35	40	8	9	10	16	175
Cycling	14	16	18	20	22	25	71	81	15	17	19	32	349
Wellness Centre	0	0	0	0	0	0	0	0	0	0	0	0	0
Star Gazing	3	3	3	3	3	3	3	3	3	3	3	3	36
Guided Nature Walk	21	24	27	30	34	38	106	121	23	26	29	47	524
Snack Bar & Lounge	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Income -Special Events			0				15		0			30	45
<b>TOTAL UNITS SOLD</b>	<b>315</b>	<b>350</b>	<b>393</b>	<b>435</b>	<b>488</b>	<b>552</b>	<b>1,512</b>	<b>1,709</b>	<b>342</b>	<b>374</b>	<b>417</b>	<b>718</b>	<b>7,605</b>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

YEAR 2													
Sales Projections													
Offerings	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Year 2
Day Pass	185	194	204	214	225	236	675	709	169	177	186	305	<b>3,480</b>
Day Pass- with Attractions	148	155	163	171	180	189	540	567	135	142	149	244	<b>2,784</b>
Standard Cabin Rate	8	8	8	8	8	8	8	8	8	8	8	8	<b>96</b>
Premium Cabin Rate	20	20	20	20	20	20	20	20	20	20	20	20	<b>240</b>
Camping Rates (Group)	32	32	32	32	32	32	32	32	32	32	32	32	<b>384</b>
Camping Rates (Ind)	16	16	16	16	16	16	16	16	16	16	16	16	<b>192</b>
Camping Amenities	19	19	19	19	19	19	19	19	19	19	19	19	<b>230</b>
Events	6	6	6	6	6	6	6	6	6	6	6	8	<b>74</b>
Film Production	2	2	2	2	2	2	2	2	2	2	2	2	<b>24</b>
Kayaking	11	11	11	12	12	13	35	36	9	10	10	16	<b>186</b>
Fishing	11	12	12	13	13	14	36	37	10	11	11	17	<b>198</b>
Cycling	23	23	24	25	26	28	72	75	21	22	23	35	<b>396</b>
Wellness Centre	0	0	0	0	0	0	203	213	105	115	180	292	<b>1,108</b>
Star Gazing	3	3	3	3	3	3	3	3	3	3	3	3	<b>36</b>
Guided Nature Walk	68	70	73	76	79	83	215	225	63	65	68	104	<b>1,188</b>
Snack Bar & Lounge	101	105	109	113	117	122	378	396	137	144	174	267	<b>2,162</b>
Other Income -Special Events			0				20		0			35	<b>55</b>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

<b>TOTAL UNITS SOLD</b>	<b>653</b>	<b>677</b>	<b>703</b>	<b>731</b>	<b>759</b>	<b>790</b>	<b>2,279</b>	<b>2,364</b>	<b>755</b>	<b>793</b>	<b>907</b>	<b>1,422</b>	<b>12,833</b>
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<b>YEAR 3</b>													
Sales Projections													
<b>Offerings</b>	<b>Jan-23</b>	<b>Feb-23</b>	<b>Mar-23</b>	<b>Apr-23</b>	<b>May-23</b>	<b>Jun-23</b>	<b>Jul-23</b>	<b>Aug-23</b>	<b>Sep-23</b>	<b>Oct-23</b>	<b>Nov-23</b>	<b>Dec-23</b>	<b>Year 3</b>
Day Pass	205	236	271	312	359	412	674	775	350	403	463	532	<b>4,991</b>
Day Pass- with Attractions	164	189	217	249	287	330	539	620	280	322	370	426	<b>3,993</b>
Standard Cabin Rate	8	8	8	8	8	8	8	8	8	8	8	8	<b>96</b>
Premium Cabin Rate	20	20	20	20	20	20	20	20	20	20	20	20	<b>240</b>
Camping Rates (Group)	32	32	32	32	32	32	32	32	32	32	32	32	<b>384</b>
Camping Rates (Ind)	16	16	16	16	16	16	16	16	16	16	16	16	<b>192</b>
Camping Amenities	13	13	13	13	13	13	13	13	13	13	13	13	<b>154</b>
Events	8	8	8	8	8	8	8	8	8	8	8	12	<b>100</b>
Film Production	1	1	4	1	1	4	1	1	4	1	1	6	<b>26</b>
Kayaking	12	14	16	18	20	23	36	41	20	22	25	29	<b>274</b>
Fishing	12	14	16	18	20	23	36	41	20	22	25	29	<b>274</b>
Cycling	25	28	31	35	40	45	71	82	39	44	50	57	<b>547</b>
Wellness Centre	200	205	210	225	300	305	310	325	205	210	305	360	<b>3,160</b>
Star Gazing	3	3	3	3	3	3	3	3	3	3	3	3	<b>36</b>
Guided Nature Walk	37	41	47	53	60	68	107	122	59	66	75	86	<b>821</b>
Snack Bar & Lounge	95	102	111	121	146	158	211	234	125	136	167	194	<b>1,799</b>
Other Income -Special Events			0				20		0			35	<b>55</b>
<b>TOTAL UNITS SOLD</b>	<b>850</b>	<b>929</b>	<b>1,021</b>	<b>1,131</b>	<b>1,331</b>	<b>1,467</b>	<b>2,105</b>	<b>2,340</b>	<b>1,201</b>	<b>1,326</b>	<b>1,582</b>	<b>1,857</b>	<b>17,141</b>



NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Appendix 4 – Marketing Calendar & Budget 3 Years

NRPR Year 1	Q1			Q2			Q3			Q4			Total
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	
	YEAR 1 USD\$												
<b>National Marketing</b>													
Banner Ads		800.00	800.00										1600.00
Branding Assets	1000.00	300.00											1300.00
Marketing Tools	1500.00												1500.00
<b>Local Marketing</b>													0.00
Newspaper			3500.00									4000.00	7500.00
In-Store Marketing		1500.00											1500.00
Local Marketing									6000.00				6000.00
<b>Public Relations</b>													0.00
Events		8000.00											8000.00
Sponsorships					1000.00								1000.00
Press Releases	300.00												300.00
<b>Social Media</b>													0.00
Social Media Management	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	600.00	300.00	3900.00
Influencer Fees			1500.00										1500.00
<b>Online</b>													0.00
Blog	350.00			350.00		350.00		350.00		350.00		350.00	2100.00
Website	3000.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	3550.00
Website Partnership Fees													0.00

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Video Content			400.00						400.00			400.00	1200.00
<b>Advertising</b>													0.00
Online			1500.00			1500.00			8000.00	2000.00		3000.00	16000.00
Print (local and international)											4000.00	3000.00	7000.00
Outdoor										1000.00	1000.00	1000.00	3000.00
Radio (local and international)				1000.00									1000.00
Television (local and international)				2000.00									2000.00
<b>Market Research</b>													0.00
Surveys	1750.00												1750.00
Impact Studies													0.00
Data Analytics													0.00
Other													0.00
<b>Other</b>													0.00
Launch Event													0.00
Immersion Programme				4000.00									4000.00
												<b>Total</b>	<b>75700.00</b>

NRPR Year 2

	Q1			Q2			Q3			Q4			
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	
	YEAR 2 USD\$												
<b>National Marketing</b>													<b>Total</b>
Banner Ads		800.00	800.00			800.00		800.00		800.00			4000.00
Branding Assets	4000.00												4000.00
Marketing Tools													0.00

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

<b>Local Marketing</b>														0.00
Newspaper			3500.00									4000.00		7500.00
In-Store Marketing		1500.00												1500.00
Local Marketing														0.00
<b>Public Relations</b>														0.00
Events		6000.00												6000.00
Sponsorships					1000.00									1000.00
Press Releases	300.00													300.00
<b>Social Media</b>														0.00
Social Media Management	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	600.00	300.00	3900.00
Influencer Fees			1500.00											1500.00
<b>Online</b>														0.00
Blog	350.00			350.00		350.00		350.00		350.00		350.00	350.00	2100.00
Website	3000.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	3550.00
Website Partnership Fees														0.00
Video Content														0.00
<b>Advertising</b>														0.00
Online			1500.00			1500.00				1500.00			1500.00	6000.00
Print (local and international)														0.00
Outdoor	1000.00													1000.00
Radio (local and international)				1000.00										1000.00
Television (local and international)				2000.00										2000.00
<b>Market Research</b>														0.00
Surveys	1750.00													1750.00
Impact Studies												4000.00		4000.00
Data Analytics														0.00
Other														0.00

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Other													0.00
Launch Event													0.00
Immersion Programme				4000.00									4000.00
												<b>Total</b>	<b>55100.00</b>

NRPR Year 3	Q1			Q2			Q3			Q4			Total
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	
	YEAR 3 USD\$												
<b>National Marketing</b>													
Banner Ads		800.00	800.00										1600.00
Branding Assets	1000.00	300.00											1300.00
Marketing Tools	550.00	550.00	800.00										1900.00
<b>Local Marketing</b>													0.00
Newspaper			3500.00									4000.00	7500.00
In-Store Marketing		1500.00											1500.00
Local Marketing													0.00
<b>Public Relations</b>													0.00
Events		6000.00						4000.00					10000.00
Sponsorships					1000.00								1000.00
Press Releases	300.00												300.00
<b>Social Media</b>													0.00
Social Media Management	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	300.00	600.00	300.00	3900.00
Influencer Fees			1500.00										1500.00

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

<b>Online</b>													0.00
Blog	350.00			350.00		350.00		350.00		350.00		350.00	2100.00
Website	3000.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	3550.00
Website Partnership Fees													0.00
Video Content													0.00
<b>Advertising</b>													0.00
Online			1500.00			1500.00				1500.00		1500.00	6000.00
Print (local and international)													0.00
Outdoor													0.00
Radio (local and international)				1000.00									1000.00
Television (local and international)				2000.00									2000.00
<b>Market Research</b>													0.00
Surveys	1750.00												1750.00
Impact Studies													0.00
Data Analytics													0.00
Other													0.00
<b>Other</b>													0.00
Launch Event													0.00
Immersion Programme				4000.00									4000.00
												<b>Total</b>	<b>50900.00</b>

Appendix 5 – Financial Forecast

Start-up budget - 6 Mths

NEGRIL ROYAL PALMS RESERVE										
PROJECTED OPERATING BUDGET										
START-UP BUDGET										
6 Month Prior to Startup										
		Months:								
		1	2	3	4	5	6	Total Budget Cost	Totals	
Monthly Expenses										
<u>Start up Cost</u>		<u>Notes to the Budget</u>								
Capital Expenditure										
Computers	Required for Admin Office Setup				44,825			44,825		
Software	Accounting Package /Point of Sales						5,172	5,172		
Fixtures and Fittings	Retrofitting Admin Buildings, Cabins, Bathroom	5,000	2,500					7,500		
Fixtures and Fittings	Commercial Stove/Hot plates					1,800		1,800		

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Furnishings	office, picnic tables, meeting rooms, reception area, hammocks, garzebos					5,700	783	6,483	
<b>Other Capital Expenditure</b>								0	
Horticulture Items	Tree for Planting	5,000						5,000	
Decorations	Cabins, Bathroom, Adminoffice Décor						1,034	1,034	
Bicycles	10 off road-mountain trail			5,000				5,000	
Telescope	3 High Velocity						600	600	
Fish Bait Shop	Specialized Setup						1,200	1,200	<b>78,614</b>
<b>Beautifcation and Upgrade</b>									
Landscaping		15,862		7,931		7,931		31,724	
Environmental Fees and License	Nepa, Fire Department	5,000						5,000	<b>36,724</b>
-									
<b>Business and Administrative</b>									
<b>Staff:</b>	Cost based on Jamaica Salary Scale	0	0	0	0	0	0	0	
Project Manager	Oversee the Project	3,500	3,500	3,500	3,500	3,500	3,500	21,000	
Grounds Manager		1,100	1,100	1,100	1,100	1,100	1,100	6,600	
Grounds Supervisor & Staff	A compliment of 6 Staff Members	1,401	1,401	1,401	1,401	1,401	1,401	8,406	
Staff Training	Current and Incoming Staff				1,708	1,708	1,708	5,124	<b>41,130</b>
<b>General Expenses -</b>	Utilities/Operational Cost	6,000	6,000	6,000	6,000	6,000	6,000	36,000	<b>36,000</b>
<b>Total Budgeted Cost</b>	Monthly Amounts	42,863	14,501	24,932	58,534	29,140	22,498	192,468	

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

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<b>TOTAL INVESTMENT NEEDED</b>									<b>192,468</b>
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**Extended Start-up Budget 18 Mths**

Year 1	Financials	Type	Initial Setup Cost (6-Mths Prior to Opening)	First Year (12 mths) Operation
<b>CAPITAL EXPENDITURE</b>			<b>US\$</b>	<b>US\$</b>
<b>Computer and Equipment</b>			<b>\$</b>	
Security	Cameras, access control, panic buttons, emergency response	ASSET	44,828	8,000.00
Accounting System	Quick Book Enterprise	ASSET	5,172	1,500.00
Point of Sale system	Quickbooks Point of Sale	ASSET	5,000	1,500.00
<b>Building and Leasehold Improvement</b>				
Admin Building	Retrofitted as needed	ASSET	15,000	
Outside Bathrooms	Retrofitted as needed	ASSET	5,000	
Cabins	Retrofitted as needed	ASSET		8,000.00
Gazebo	2 Gazebo	ASSET	3,000	



NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Fish Bait Shop	Retrofitted as needed	ASSET	3,558	
<b>Furniture and Fixtures:</b>				
Admin building	Office furniture and office equipment for 10 person including a reception area, microwave, kettle, basic utensils	ASSET	20,000	2,000.00
Small meeting room	Furnishings	ASSET	1,379	0.00
Camping Gear - Sleeping bags, Tent, Lanterns, Blankets	Purchase	ASSET	17,586	2,159.00
Picniking	Tables, Chairs, Hammock, mosquito nets, mosquito repellent	ASSET	14,138	5,000.00
Kitchen	All fixtures and equipment required for a small commercial kitchen, utensils, grill etc	ASSET	3,448	1,500.00
Hot Plate	(2 )two burner	ASSET	103	350.00
Farming and Tree Planting	500 seeds and Plants	ASSET	31,034	5,000.00
Fish Bait Shop	Shelves/hooks/boots	ASSET	1,200	0.00
<b>Amenities</b>				
Bicycle Riding	30 Bicycles	ASSET	21,420	0.00
kayaks	6 kayaks	ASSET		2,800.00
Attraction apparatus	Obstacle Walls, Games Board , Rope Challenge	ASSET		0.00
Star Gazing	3 small Telescope	ASSET	600	0.00
		<b>TOTALS</b>	<b>192,468</b>	<b>37,809.00</b>
				230,276.52
<b>COST OF SALES</b>				
<b><u>Cost of Sales -Direct Expenses</u></b>				
Camp site General Supplies for Campers	30% of Sales		<b>0</b>	<b>17,164.80</b>
Equipments Upkeep (bicycles/kayaks)	SERVICING & REPAIR			6,500.00

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

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Bait Shop Supplies	Supplies			2,500.00
Snack Shop Inventory	Purchases			7,588.00
<b>CAMPING SUPPLIES</b>	batteries/bulbs/bug spray			3,000.00
				<b>342,647.32</b>

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

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**Cash Flow Year 1**

NEGRIL ROYAL PALM RESERVE														
PROJECTED CASH FLOW STATEMENT														
REPRESENTING OF 3 YEARS AND 6 INITIAL MONTHS														
														YEAR1
	JUL. DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTALS
<b>MONTHLY</b>	<b>INTIAL SETUP</b>	All amounts are quoted in US\$ - Rate of Exchange \$145												\$
<b>CASHFLOWS IN</b>														
Initial Capital Injection /Grant	500,000													500,000
<b>Income Generated:</b>														
Day Pass (Day pass only and Day pass with attractions)	0	2,420	2,783	3,200	3,681	4,233	4,867	14,806	17,027	2,640	3,036	3,491	6,226	68,410
Standard Cabin Rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Premium Cabin Rate	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Camping Rates (Ind and Group)	0	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	3,040	36,480
Camping Amenities	0	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	20,736
Events	0	1,880	1,913	1,946	1,880	1,880	1,880	1,880	1,880	1,880	1,880	1,880	3,760	24,539
Film Production	0	0	0	14,800	0	0	14,800	0	0	22,200	0	0	22,200	74,000

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Kayaking	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fishing	0	107	119	133	149	168	190	529	604	114	128	143	236	2,620
Cycling	0	142	159	177	199	224	253	705	806	152	170	191	315	3,494
Wellness Centre	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Star Gazing	0	90	90	90	90	90	90	90	90	90	90	90	90	1,080
Guided Nature Walk	0	426	476	532	598	673	760	2,115	2,418	456	510	572	945	10,481
Snack Bar & Lounge	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Income-Special Events	0	0	0	0	0	0	0	45,000	0	0	0	0	90,000	135,000
<b>Total Cashflow In</b>	500,000	9,833	10,307	25,647	11,365	12,036	27,608	69,893	27,593	32,300	10,582	11,135	128,540	376,839
<b>Additional Income:</b>														
SPA -RENTAL -FULLY SERVICED	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CASHFLOW IN</b>	500,000	9,833	10,307	25,647	11,365	12,036	27,608	69,893	27,593	32,300	10,582	11,135	128,540	376,839
<b>CASHFLOWS OUT</b>	-													
<b>Capital Expenditure</b>	-													
Computer and Equipment	55,000	0	1,200	0	0	4,000	0	0	3,000	2,800	0	0	0	66,000
Leasehold Improvements	26,558	0	0	0	0	0	0	0	0	8,000	0	0	0	34,558
Furniture and Fixtures:	88,890	0	1,500	0	0	0	360	360	3,860	2,360	1,860	3,059	2,650	104,899
Amenities	22,020	0	6,500	0	0	0	0	0	0	0	2,500	0	0	31,020
<b>Cost of Sales -Direct Expenses</b>														
Campsite General Upkeep/Supplies	0	1,430	1,430	1,430	1,430	1,430	1,430	1,430	1,430	1,430	1,430	1,430	1,430	17,165
Equipments Upkeep (bicycles/kayaks)	0	3,250	975	325	130	130	130	130	325	130	195	650	130	6,500
Bait Shop Supplies	0	1,250	375	125	50	50	50	50	125	50	75	250	50	2,500
Snack Bar Purchases	0	3,794	1,138	379	152	152	152	152	379	152	228	759	152	7,588

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Cost of Sales -Direct Expenses	0	1,500	450	150	60	60	60	60	150	60	90	300	60	3,000
Calendar Event Cost			0			5,000	5,000					5,000	15,000	30,000
<b>Business Expenditure</b>														
Administrative and General	2,500	28,270	8,682	3,085	1,407	1,407	1,407	1,407	3,085	1,407	1,967	5,884	1,407	61,913
Selling, Advertising and Commission	54,112	13,342	13,342	13,342	13,342	13,342	13,342	13,342	13,342	13,358	13,358	13,358	13,358	214,277
Finance Cost	0	159	159	159	159	159	159	159	159	160	160	160	160	1,914
<b>Total Cashflows Out</b>	249,080	52,995	35,752	18,996	16,730	25,730	22,090	17,090	25,856	29,906	21,862	30,850	34,396	581,334
Increase/(Decrease) in Cash	250,920	-43,163	-25,445	6,651	-5,365	-13,693	5,519	52,803	1,737	2,394	-11,280	-19,714	94,144	44,585
Cash, Beginning	0	250,920	207,758	182,313	188,963	183,599	169,905	175,424	228,227	229,963	232,357	221,077	201,362	250,920
Cash, Ending	250,920	207,758	182,313	188,963	183,599	169,905	175,424	228,227	229,963	232,357	221,077	201,362	295,506	295,506

**Cash Flow Year 2**

NEGRIL ROYAL PALM RESERVE														
PROJECTED CASHFLOW STATEMENT														
YEAR 2														
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTALS	
<b>MONTHLY</b>														
<b>CASHFLOWS IN</b>	All amounts are quoted in US\$ - Rate of Exchange \$145													
Intial Capital Injection /Grant														
<b>Income Generated:</b>														
Day Pass	4,070	4,274	4,487	4,712	4,947	5,194	14,850	15,593	3,718	3,904	4,099	6,710	76,557	
Standard Cabin Rate	560	560	560	560	560	560	560	560	560	560	560	560	6,720	
Premium Cabin Rate	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	31,200	

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Camping Rates	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	3,840	46,080
Camping Amenities	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	1,728	20,736
Events	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	2,820	3,760	34,780
Film Production	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	7,400	88,800
Kayaking	205	214	224	234	245	256	695	729	189	197	206	325	3,720
Fishing	225	234	244	254	265	276	715	749	209	217	226	345	3,960
Cycling	338	351	366	381	397	414	1,073	1,123	314	326	339	518	5,940
Wellness Centre	0	0	0	0	0	0	8,120	8,520	4,200	4,600	7,200	11,680	44,320
Star Gazing	90	90	90	90	90	90	90	90	90	90	90	90	1,080
Guided Nature Walk	1,350	1,406	1,464	1,525	1,589	1,657	4,290	4,493	1,254	1,305	1,358	2,070	23,759
Snack Bar & Lounge	1,518	1,574	1,632	1,693	1,757	1,825	5,676	5,939	2,052	2,163	2,606	4,002	32,435
Other Income	0	0	0	0	0	0	70,000	0	0	0	0	122,500	192,500
													0
<b>Total Cashflow In</b>	<b>26,744</b>	<b>27,090</b>	<b>27,455</b>	<b>27,837</b>	<b>28,239</b>	<b>28,660</b>	<b>124,457</b>	<b>56,182</b>	<b>30,974</b>	<b>31,750</b>	<b>35,073</b>	<b>168,128</b>	<b>612,587</b>
<b>Additional Income:</b>													
SPA -RENTAL -FULLY SERVICED													
TOTAL CASHFLOW IN	26,744	27,090	27,455	27,837	28,239	28,660	124,457	56,182	30,974	31,750	35,073	168,128	612,587
<b>CASHFLOWS OUT</b>													
<b>Capital Expenditure</b>													
Wellness Centre (Gym Setup)	60,000	0	0	0	0	0	0	0	0	0	0	0	60,000
SPA -Setup	0	0	0	0	7,140	7,140	7,140	0	0	0	0	0	21,420
Gift Shop-(Setup)/Snack Shop	6,034	6,034	6,034	6,034	0	0	0	0	0	0	0	0	24,138
Lounge Area- Furniture & Fittings	3,795	3,795	3,795	0	0	0	0	0	0	0	0	0	11,385
													0
													0
<b>Cost of Sales -Direct Expenses</b>													0
Campsite General Upkeep/Supplies	19,084	5,725	1,908	763	763	763	763	1,908	763	1,145	3,817	763	38,168
Equipments Upkeep (bicycles/kayaks)	1,612	559	86	34	34	34	34	86	34	52	322	334	3,224
Wellness Centre	4,152	1,245	415	166	166	166	166	415	166	249	830	166	8,303
Gift Shop & Snack Shop Supplies	1,440	1,321	1,406	1,307	1,471	1,492	1,666	1,895	1,444	1,575	1,728	2,249	18,995

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Cost of Sales -Direct Expenses	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	20,690
Calendar Event Cost			14,437	14,437	14,437				14,437	14,437	6,000	9,437	87,622
<b>Business Expenditure</b>													
Administrative and General	30,037	9,152	3,185	1,395	1,395	1,395	1,395	3,185	1,395	1,991	6,169	1,395	62,086
Selling, Advertising and Commission	18,518	18,518	18,518	15,314	15,314	15,314	15,314	15,314	15,333	15,333	15,333	15,333	193,456
Finance Cost	159	159	159	159	159	159	159	159	160	160	160	160	1,914
<b>Total Cashflows Out</b>	<b>146,556</b>	<b>48,234</b>	<b>51,669</b>	<b>41,335</b>	<b>42,604</b>	<b>28,189</b>	<b>28,362</b>	<b>24,688</b>	<b>35,456</b>	<b>36,666</b>	<b>36,082</b>	<b>31,561</b>	<b>551,401</b>
Increase/(Decrease) in Cash	(119,812.74)	(21,143.21)	(24,214.43)	(13,497.51)	(14,365.55)	471.61	96,094.22	31,494.39	(4,482.32)	(4,915.50)	(1,009.12)	136,566.60	61,186.44
Cash, Beginning	295,505.94	175,693.20	154,549.99	130,335.56	116,838.05	102,472.50	102,944.11	199,038.33	230,532.72	226,050.39	221,134.89	220,125.78	295,505.94
Cash, Ending	175,693.20	154,549.99	130,335.56	116,838.05	102,472.50	102,944.11	199,038.33	230,532.72	226,050.39	221,134.89	220,125.78	356,692.37	356,692.37

**Cash Flow Year 3**

<b>NEGRIL ROYAL PALM RESERVE</b>													
<b>PROJECTED CASHFLOW STATEMENT</b>													
<b>YEAR 3</b>													
	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTALS</b>
<b>MONTHLY</b>													
<b>CASHFLOWS IN</b>	All amounts are quoted in US\$ - Rate of Exchange \$145												
Initial Capital Injection /Grant													
<b>Income Generated:</b>													
Day Pass	4,510	5,187	5,964	6,859	7,888	9,071	14,828	17,052	7,700	8,855	10,183	11,711	109,809

NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Standard Cabin Rate	640	640	640	640	640	640	640	640	640	640	640	640	7,680
Premium Cabin Rate	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	33,600
Camping Rates	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	57,600
Camping Amenities	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	21,504
Events	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	3,760	5,640	47,000
Film Production	3,700	3,700	14,800	3,700	3,700	14,800	3,700	3,700	14,800	3,700	3,700	22,200	96,200
Kayaking	257	290	327	369	418	475	750	856	410	465	528	601	5,745
Fishing	306	345	389	440	498	565	893	1,019	488	553	629	715	6,839
Cycling	368	414	467	528	598	678	1,071	1,223	585	664	754	858	8,207
Wellness Centre	8,000	8,200	8,400	9,000	12,000	12,200	12,400	13,000	8,200	8,400	12,200	14,400	126,400
Star Gazing	90	90	90	90	90	90	90	90	90	90	90	90	1,080
Guided Nature Walk	735	827	933	1,055	1,196	1,357	2,142	2,445	1,170	1,328	1,509	1,717	16,414
Snack Bar & Lounge	1,422	1,529	1,659	1,817	2,183	2,368	3,159	3,507	1,881	2,045	2,511	2,911	26,992
Other Income	0	0	0	0	0	0	80,000	0	0	0	0	140,000	220,000
<b>Total Cashflow In</b>	<b>33,180</b>	<b>34,373</b>	<b>46,821</b>	<b>37,651</b>	<b>42,363</b>	<b>55,397</b>	<b>132,824</b>	<b>56,684</b>	<b>49,115</b>	<b>39,891</b>	<b>45,895</b>	<b>210,875</b>	<b>785,069</b>
<b>Additional Income:</b>													
SPA -RENTAL -FULLY SERVICED	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	300,000
<b>TOTAL CASHFLOW IN</b>	<b>58,180</b>	<b>59,373</b>	<b>71,821</b>	<b>62,651</b>	<b>67,363</b>	<b>80,397</b>	<b>157,824</b>	<b>81,684</b>	<b>74,115</b>	<b>64,891</b>	<b>70,895</b>	<b>235,875</b>	<b>1,085,069</b>
<b>CASHFLOWS OUT</b>													
<b>Capital Expenditure</b>													
Wellness Centre (Gym Setup)	0	0	0	0	0	0	0	0	0	0	0	0	0
SPA -Setup	0	0	0	0	0	0	0	0	0	0	0	0	0
Gift Shop-(Setup)/Snack Shop	0	0	0	0	0	0	0	0	0	0	0	0	0



NEGRIL ROYAL PALM RESERVE BUSINESS PLAN

Lounge Area- Furniture & Fittings	0	0	0	0	0	0	0	0	0	0	0	0	0
													0
													0
<b>Cost of Sales -Direct Expenses</b>													0
Campsite General Upkeep/Supplies	20,185	6,056	2,019	807	807	807	807	2,019	807	1,211	4,037	807	40,370
Equipments Upkeep (bicycles/kayaks)	1,653	571	90	36	36	36	36	90	36	54	331	336	3,305
Wellness Centre	4,530	1,359	453	181	181	181	181	453	181	272	906	181	9,059
Gift Shop & Snack Shop Supplies	2,100	1,680	1,620	1,602	1,638	1,260	1,830	2,280	934	1,260	1,332	1,920	19,455
Cost of Sales -Direct Expenses	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	1,724	20,690
Calendar Event Cost			5,000	15,000	5,000	8,000	8,000	8,000	8,000	8,000	8,000	26,000	99,000
<b>Business Expenditure</b>													
Administrative and General	34,534	10,562	3,713	1,658	1,658	1,658	1,658	3,713	1,658	2,343	7,138	1,658	71,952
Selling, Advertising and Commission	15,314	15,314	15,314	15,314	15,314	15,314	15,314	15,314	15,333	15,333	15,333	15,333	183,844
Finance Cost	164	164	164	164	164	164	164	164	164	164	164	164	1,970
<b>Total Cashflows Out</b>	80,204	37,430	30,097	36,487	26,523	29,145	29,715	33,757	28,838	30,361	38,964	48,124	449,644
Increase/(Decrease) in Cash	(22,023.54)	21,943.34	41,724.45	26,163.43	40,839.62	51,251.88	128,109.04	47,927.25	45,277.36	34,529.16	31,931.66	187,751.26	635,424.90
Cash, Beginning	356,692.37	334,668.83	356,612.17	398,336.62	424,500.05	465,339.66	516,591.55	644,700.59	692,627.84	737,905.20	772,434.36	804,366.02	356,692
Cash, Ending	334,668.83	356,612.17	398,336.62	424,500.05	465,339.66	516,591.55	644,700.59	692,627.84	737,905.20	772,434.36	804,366.02	992,117.28	992,117.28

