

NATIONAL SERVICES EXPORTERS REPORT



**LOCAL
SERVICES
SECTOR**

JUNE 2020



PRESIDENT'S MESSAGE

The National Services Exporters Survey represents a landmark achievement not just for the Trinidad and Tobago Coalition of Services Industries (TTCSI) but also our country, as this project has been in the making for over five years.

The project gained momentum in October 2018 following the appointment of a new CEO at the TTCSI, and represents what can be achieved through private and public sector collaboration and partnership. The study commenced in April 2019 with funding from the Ministry of Trade and Industry, primarily because there was an urgent need to assess the performance of the services sector in terms of exports in the Caribbean. From the onset, our CEO, Vashti G. Guyadeen emphasised the need for partnering with the Central Statistical Office and other stakeholders to ensure successful execution of this study.

Presently, the services sector of Trinidad and Tobago represents more than 60% of Gross Domestic Product (GDP) and over 65% of total employment in Trinidad and Tobago. In spite of this significant contribution, there is a dearth of statistical information with regard to exports, particularly in terms of volumes, modes of exports and markets. More importantly, little is known about the challenges exporters face during the process of exporting their services to international companies.

The contract to undertake this survey was awarded to the Arthur Lok Jack Global School of Business (UWI-ALJGSB) in April 2019. This survey of exporters is intended to shed

light on key issues related to the export of services in Trinidad and Tobago, as it focuses on the following key aspects:

- modes of exports
- geographic spread
- trade flows
- challenges stakeholders experience in the process of exporting services.

In the first stage the survey focused on six targeted sectors - Business and Professional, Creative, Education, Energy, Tourism, and Information and Communication Technology (ICT) services. It is our intention that these survey results will be used to identify opportunities for institutional strengthening, with strategic and policy-related implications at both the private and public sector levels, as well as the development of a robust and relevant national policy for the services sector.

We urge the national and regional community to make full use of the data available.

The TTCSI wishes to thank – the UWI-ALJGSB, the Ministry of Trade and Industry and the Central Statistical Office for staying the course with us. We also thank survey respondents for their participation and inputs, and TTCSI's Project Coordinator Lyndrison Lincoln.

In closing, I wish to also recognise the early efforts of the TTCSI team who planted the seeds for this project as far back as 2012/2013.

Lara Quentrall-Thomas
President

Trinidad and Tobago Coalition of Services Industries

ACRONYMS

B2B	Business to Business
B&P	Business and Professional Services
CEO	Chief Executive Officer
CSO	Central Statistical Office
GDP	Gross Domestic Product
ICT	Information and Communication Technology
TTCSI	Trinidad and Tobago Coalition of Services Industries
UWI-ALJGSB	Arthur Lok Jack Global School of Business to UWI-ALJGSB

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ABOUT THE SURVEY

The National Services Exporters Survey Report (NSES) is the first phase/deliverable of the National Services Exporters Registry of Trinidad and Tobago. It highlights the current state of exporters in the local services sector and the challenges they presently experience. The data obtained through this investigation provide a baseline outlook into potential areas for diversification as well as B2B networking across sectors. As the services sector makes a significant contribution to Trinidad and Tobago's economy, the information gathered here provides invaluable insights which will not only assist with the modernisation and development of guiding policy but also brings awareness to opportunities and facilities that can strengthen exporting activities in the services sector during the 21st century and beyond.

To support evidence-based policy decisions, the study adopted both primary and secondary data collection techniques. The primary research comprised of a survey that analysed key sectors in Trinidad and Tobago. The target population of the study was comprised of firms operating within the following local services: business and professional, creative, energy, education, information and communication technology, and tourism. The sample frame was developed based on the Central Statistical Office (CSO) official business register of firms. More so, a review of existing literature guided the structure and design of the survey as well as highlighted relevant stakeholders and gatekeepers for interviews. A maximum of 121 surveys was conducted of which 56.5% were exporters, while 43.6% were non-exporters. The survey took place from October 2019 to November 2019. Upon receipt of completed surveys, a data verification and validation process were executed to ensure that the responses were indeed accurate.

The local services sector also contributed to a high share of GDP. Based on the sample, the Energy and ICT service sectors were the highest overall contributor to GDP for the period 2017 to 2018. However, firms operating in Fashion, Tourism, Creative and Business and Professional Services were the only sectors that reported growth from 2017 to 2018. As it pertains specifically to total estimated exports, ICT and Fashion services were the top three service sectors that reported the highest level of exports as a percentage of their total sales. However, in terms of dollar value ICT, Energy services and other services generated the highest level of overall total export revenue. Concerning export activity, the service sector had a high multiplier effect for its ability to attract diverse markets. Key export markets among local service exporters were the United States, Barbados and Guyana. The main modes of exports identified were Mode 1 (Cross-border trade) and Mode 4 (Movement of natural persons).

Backward international linkages also exist between local service exporters as they also had a large pool of their suppliers located in North America and Trinidad and Tobago. Manufacturing, ICT, professional services and construction activities were the main sectors local service exporters shared linkages with. There was a synergistic relationship between exporters and their partners (e.g. customers and suppliers). However, this was not the case for exporters and their supporting industries (e.g. state agencies and associations). There were also several challenges faced by exporters and non-exporters. The main challenges to exporting identified by exporters were access to international markets and access to capital. Non-exporters indicated that they faced many challenges such as lack of awareness about how to utilise foreign trade agreements, regulatory barriers, and generally, a lack of know-how on exporting.

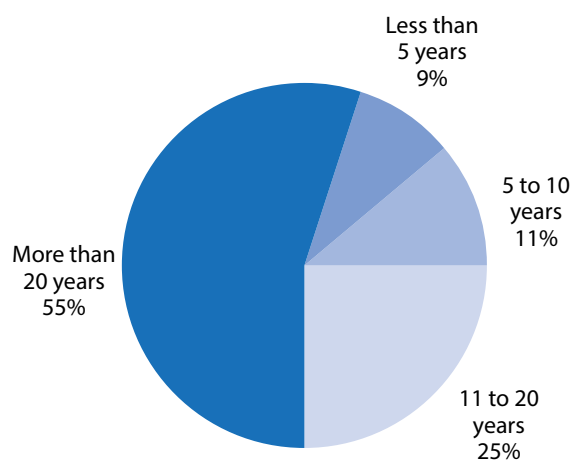
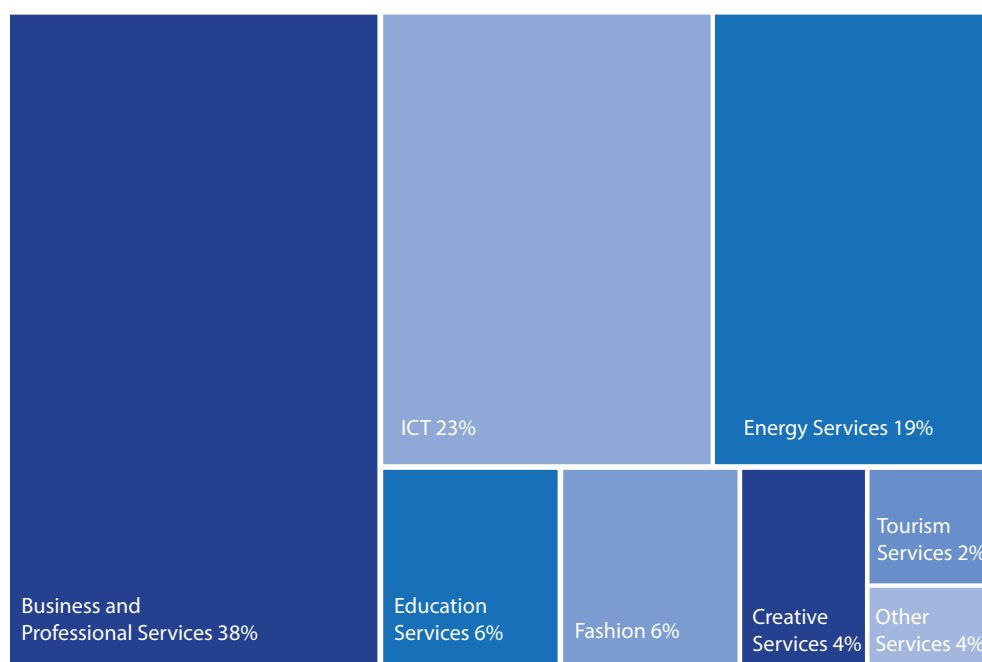
SECTION 1: OVERALL SAMPLE DISTRIBUTION

1.1 Sector and Age of the Organisation

In terms of responses, most of the responses stemmed from entities operating in the Business and Professional, Information and Communication Technology (ICT) and Energy services sectors of Trinidad and Tobago.

About 55 percent of the sample has been in operation for more than 20 years. Less than nine percent of the sample has been in operation for less than five years highlighting the relative maturity of these firms.

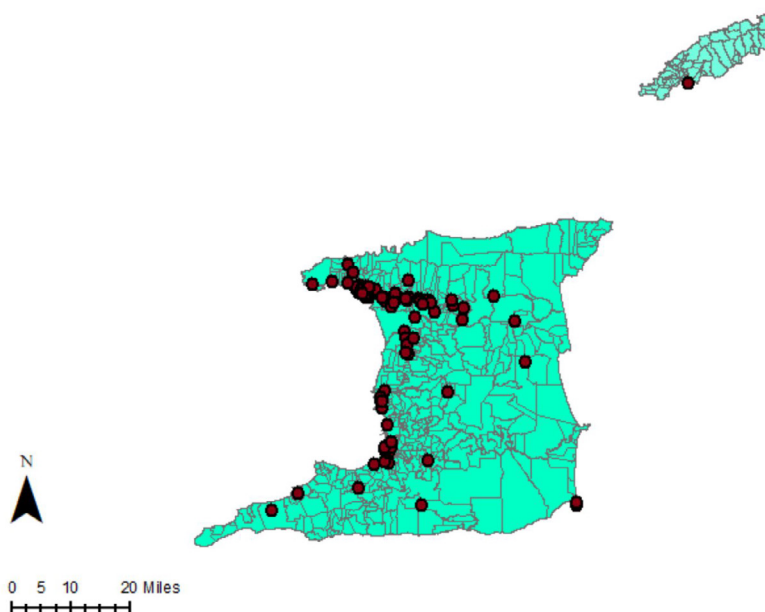
Figure 1: Responses by Sector and Age of the Organisation



1.2 Geographic Distribution of Respondents

Figure 2 below depicts the geographic distribution of respondents in the sample. Most of the respondents were in the East-West corridor, while a few were concentrated in central and south. The minority of the sample area came from the southeast of Trinidad.

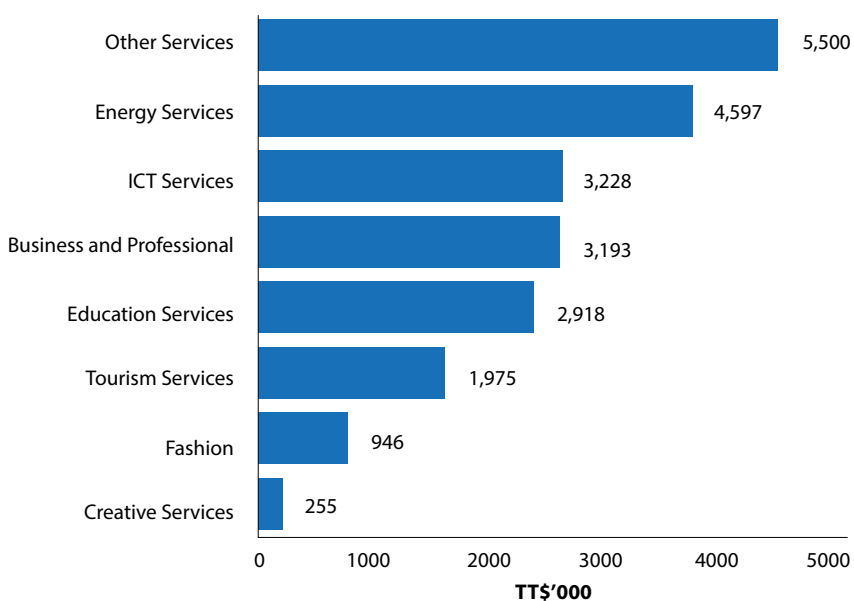
Figure 2: Geographic Distribution of Respondents



1.3 Overall Revenue by Sector 2017 - 2018

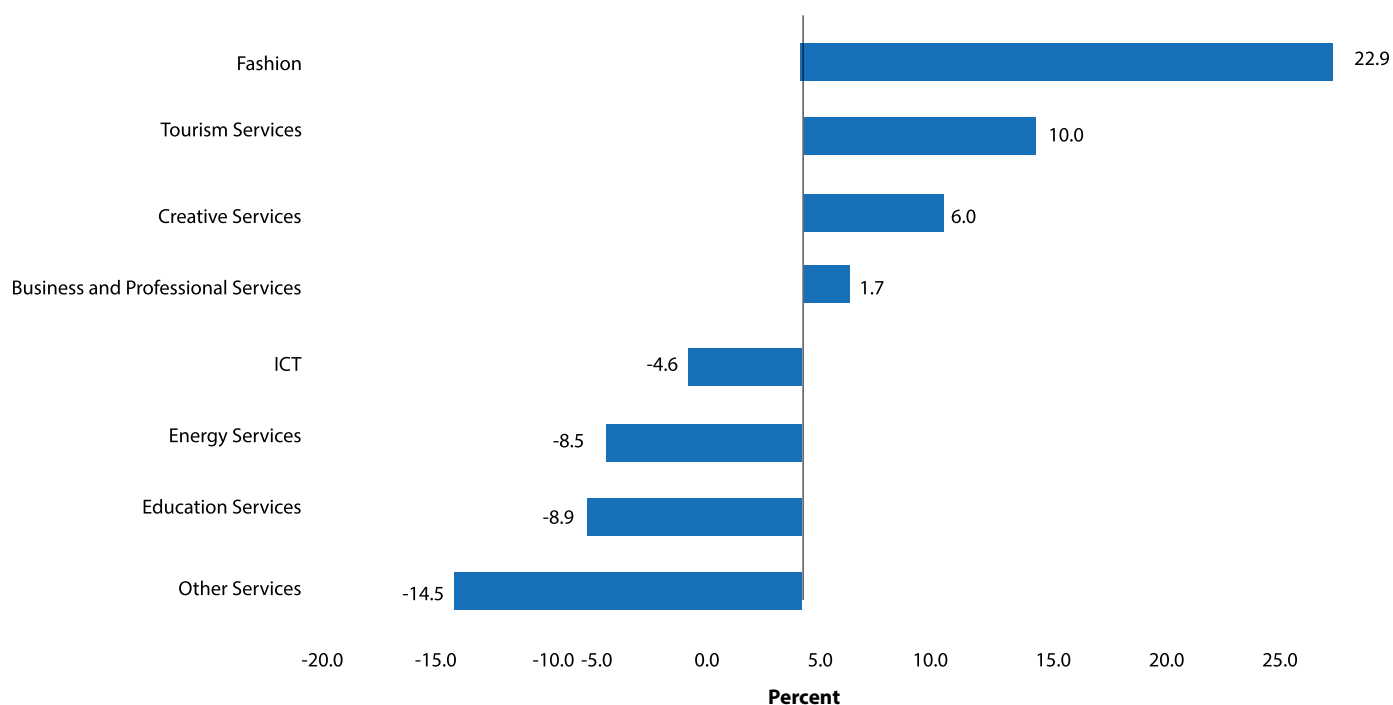
In terms of revenue, Other, Energy, and ICT services continue to be the highest-earning service-based sectors based on responses from the sample. However, firms operating in Fashion, Tourism, Creative and Business Services were the only sectors that reported growth over the period of the study.

Figure 3: Average Annual Sales Revenue ('000) 2017 – 2018



1.4 Overall Growth in Sales Revenue by Sector 2017 - 2018

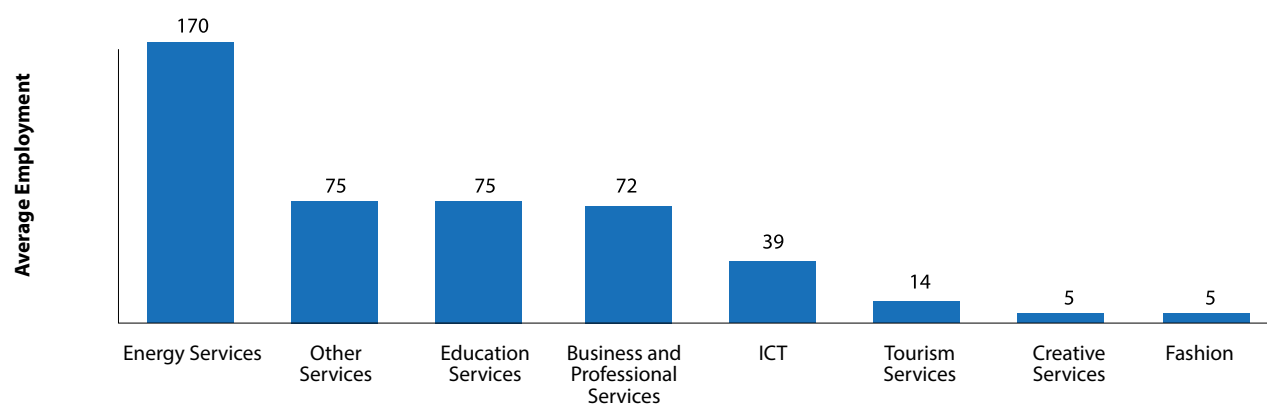
Figure 4: Percentage Growth in Sales from 2017 - 2018



1.5 Average Employment by Firms

The energy services firms in this study which comprised 19% of the sample were the largest employers in the study.

Figure 5: Average Employment by Firms



SECTION 2: EXPORTERS ANALYSIS

2.1 Firms Exporting Services and Key Export Markets

Roughly 56 percent of the sample reported exporting services. The map indicates the percentage of respondents exporting to a particular country. The United States and Caribbean nations such as Barbados and Guyana are the key export markets for services. Mode 1 (cross-border trade) and Mode 4 (movement of natural persons) are the most frequent modes of export of services for Trinidad and Tobago.

Figure 6: Firms Exporting Services and the Key Export Markets

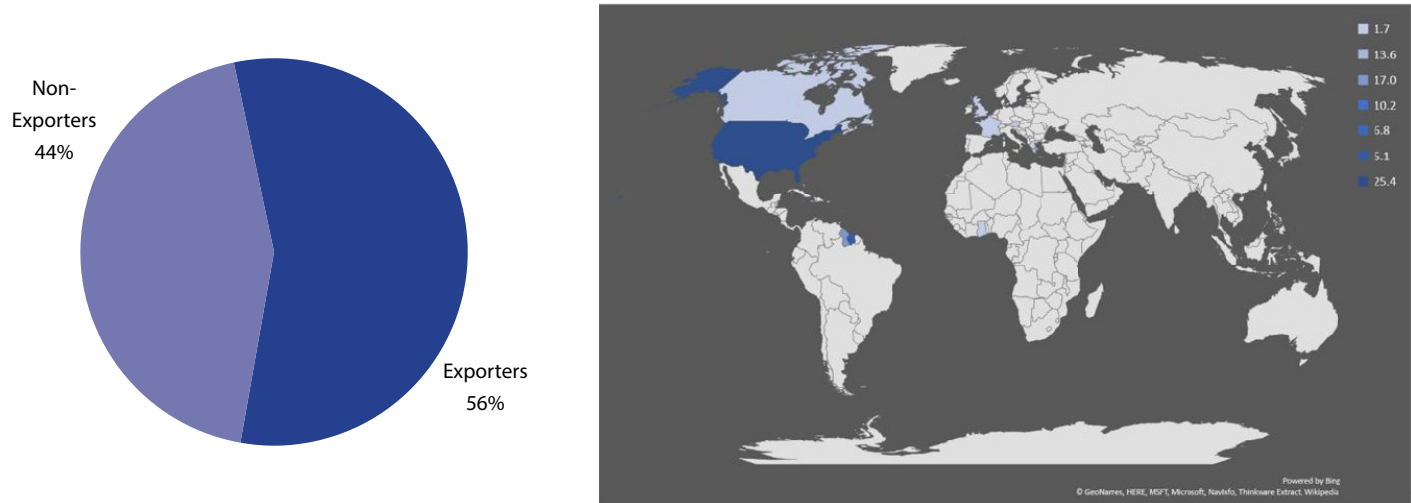
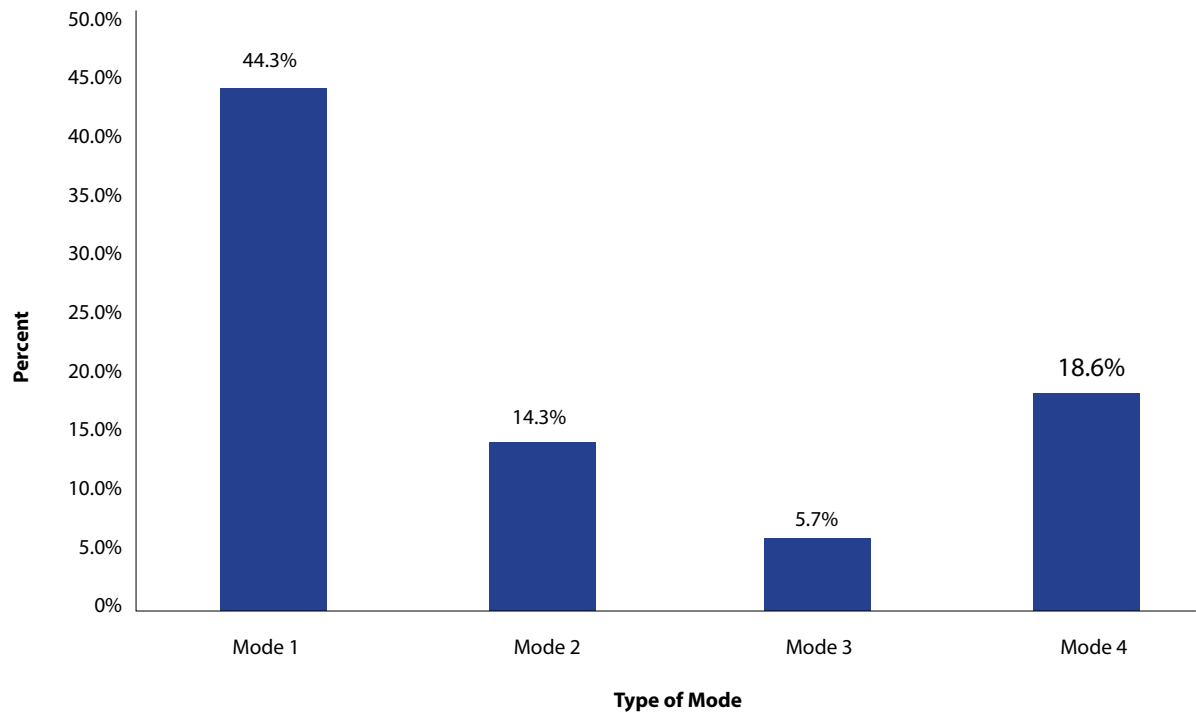


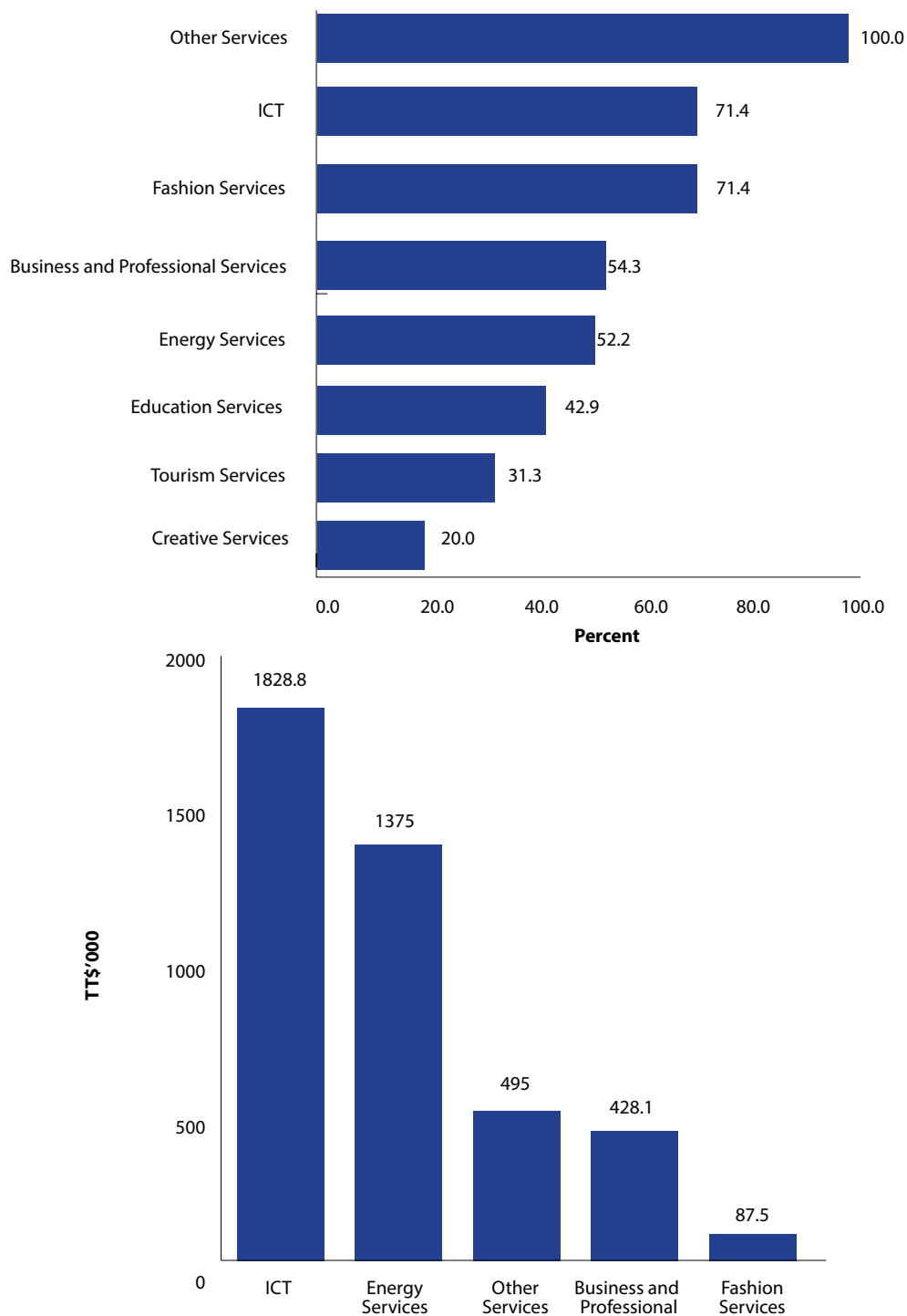
Figure 7: Mode of Services Exports



2.2 Exports as a Percent of Total Sales and the Value of Exports

All sectors included in the sample were engaged in some form of exports. However, Other, ICT and Fashion services were the top three service sectors that reported the highest level of exports as a percentage of their total sales. However, in terms of dollar value ICT, Energy services and Other services generated the highest level of overall total export revenue.

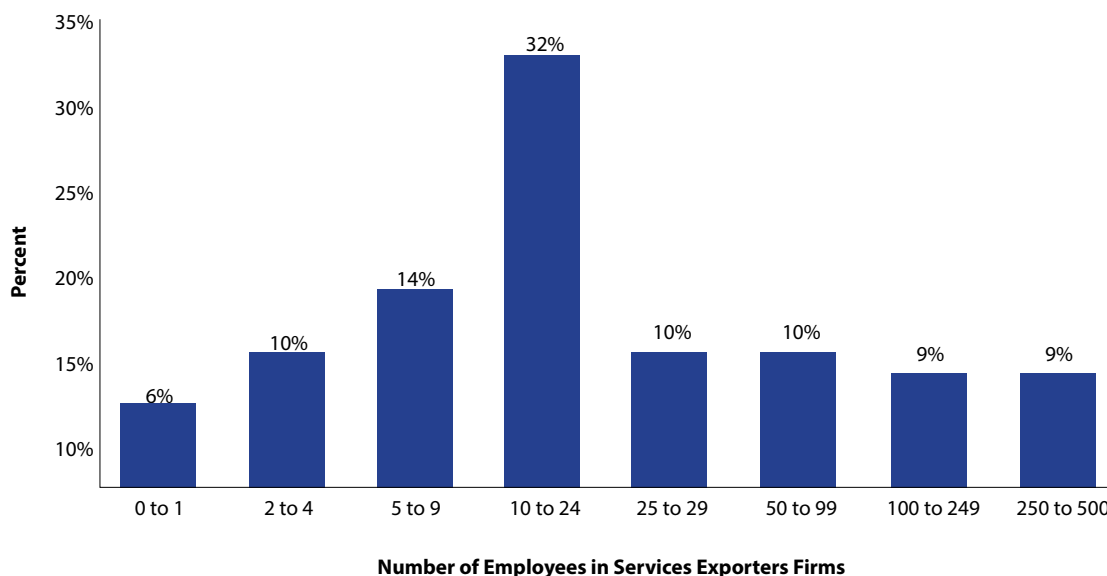
Figure 8: Exports as a Percent of Total Sales and the Value of Exports 2017 - 2018



2.3 Size of Firms Exporting

The sample had mostly exporting firms small in size (32%) that ranged between 10 to 24 employees. There were also large firms in the sample with employee ranges of 100 to 249 and 250 to 500.

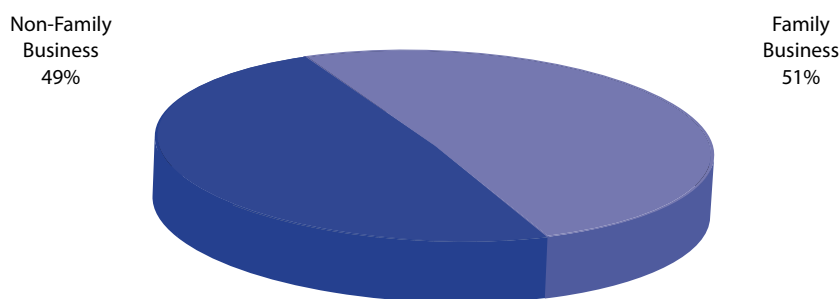
Figure 9: Size of Firms



2.4 Exporters based on Family Ownership

Of the 69 services exporters in the sample, 51% were family-owned and operated business while 49% were non-family business.

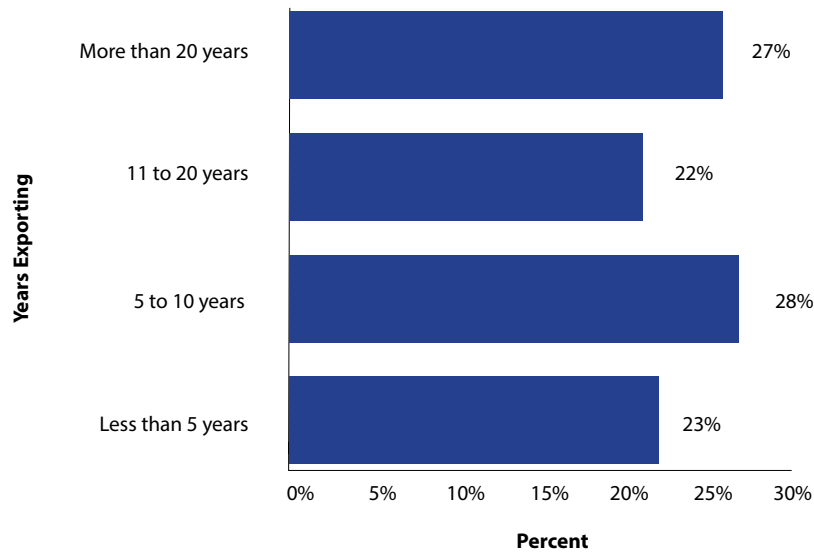
Figure 10: Exporters Based on Family Ownership



2.5 Services Sector Experience in Exporting

There was quite a balance in the sample as it relates to the years of exporters exporting. Some mature exporters were exporting 11 to 20 years (22%) as well as over 20 years (27%). Despite this, the sample also contained exporters that were very young in the business, exporting less than 5 years (23%) as well as 5 to 10 years (28%).

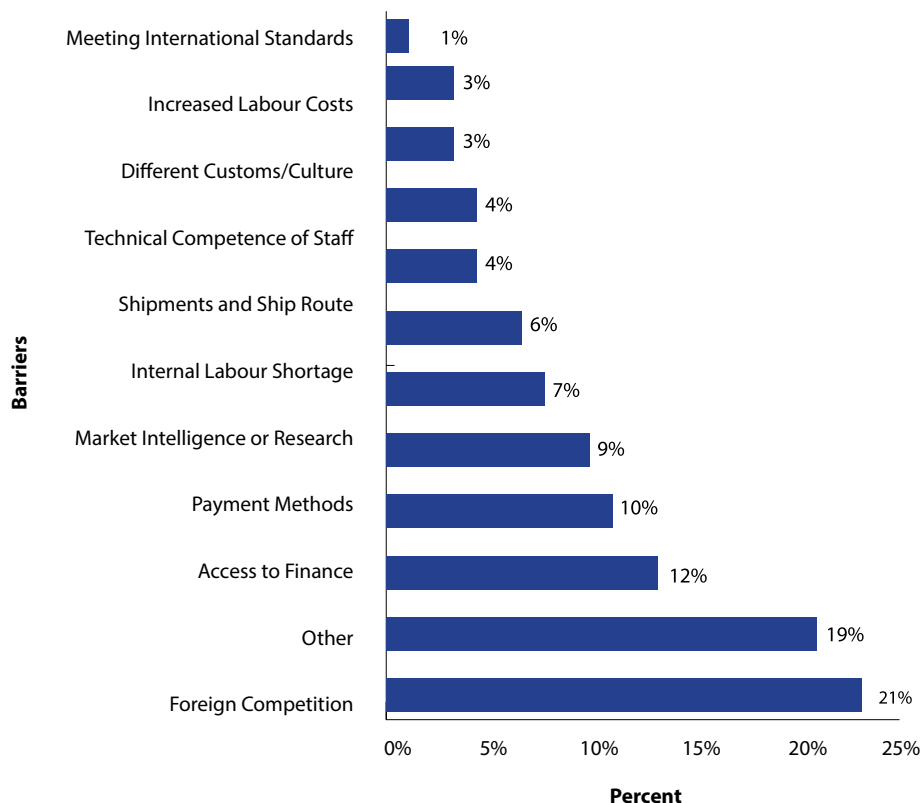
Figure 11: Services Sector Experience in Exporting



2.6 Top Barriers to Exporting

Services exporters in the sample faced several barriers to exporting. The main barrier that was frequently mentioned by exporters was access to international markets (21%) and foreign competition (19%), with other (12%), and access to finance (10%) followed by payment methods (9%). Despite the many barriers, the least concern these service exporters had was meeting international standards and labour costs.

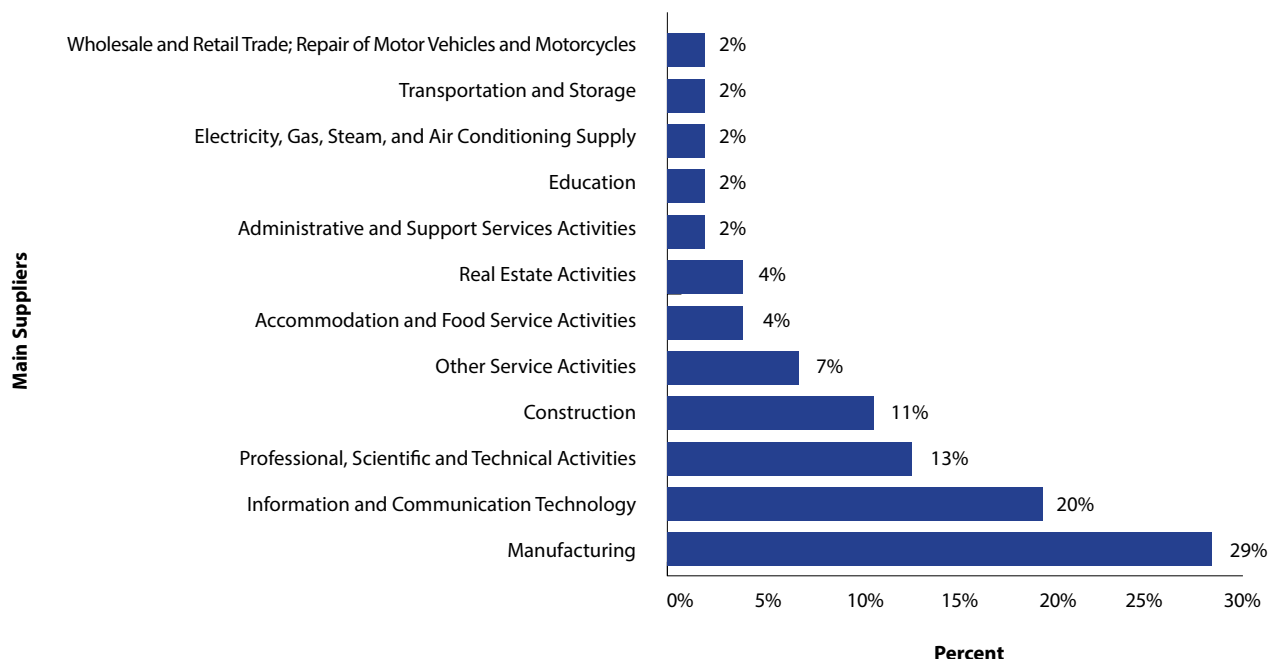
Figure 12: Top Barriers to Exporting



2.7 Services Sector Backward Linkages with Suppliers

The services sector shares backward linkages with other sectors. The top four sectors in the services sector have backward linkages with by order of importance: Manufacturing (29%), Information and Communication Technology (30%) and Professional, Scientific and Technical Activities (13) followed by the Construction Sector (11%).

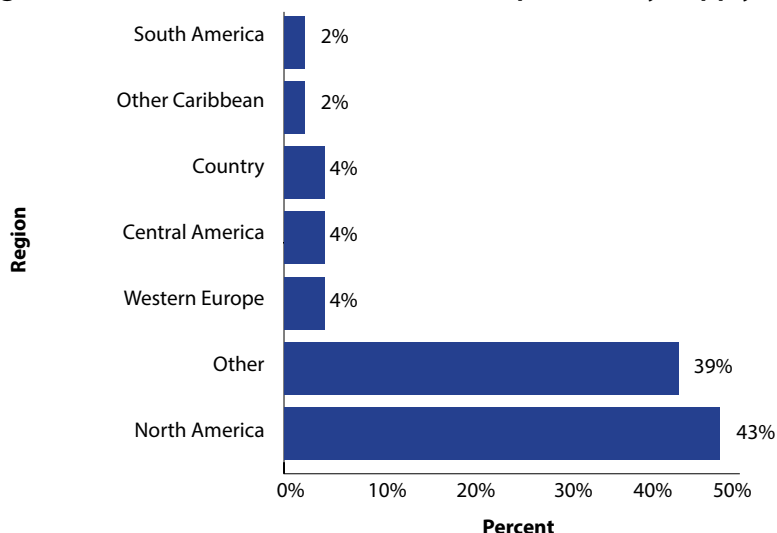
Figure 13: Services Sector Backward Linkages with Suppliers



2.8 Location of Services Sector of Exporters Key Supply Chain

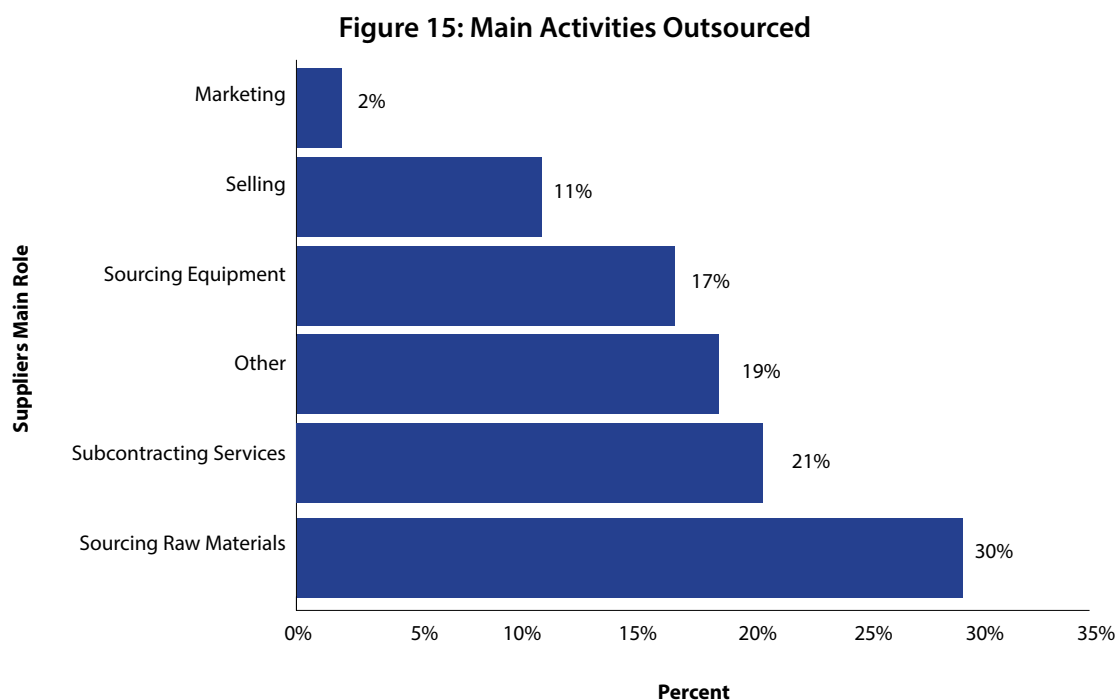
As depicted in figure 14 apart from forwarding linkages, the services sector exporters are also spreading their supply chain across international borders particularly in North America (39%). Only a small percentage operates in Western Europe (4%) and Central America (4%) respectively. While some exporters are crossing borders, there is still a significant amount with key local suppliers located in Trinidad and Tobago (43%).

Figure 14: Location of Services Sector of Exporters Key Supply Chain



2.9 Main Activities Outsourced by the Services Sector

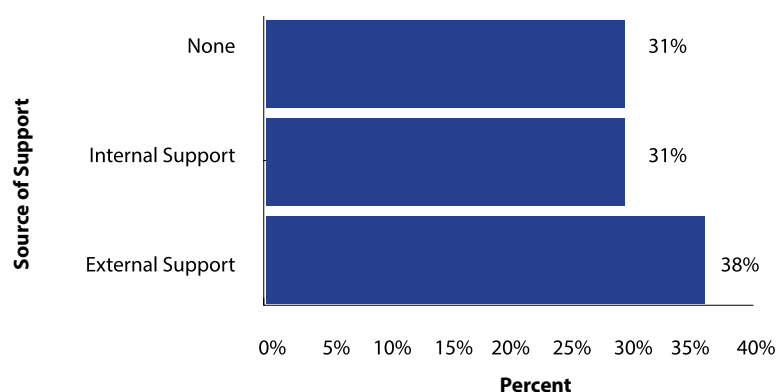
In general, the main activities outsourced are the sourcing of raw materials (30%) and the subcontracting of services (21%). The least activity outsourced as depicted in the figure below is marketing activities.



2.10 Sources of Support Export-related

The sample indicated that 38% of services exporters, typically receive support from external sources. From 38% of external sources, 87% comprised of services exporters' B2B partners such as customers and suppliers, while 7% of external sources was industry associations such as the Trinidad and Tobago Manufacturers Association and the American Chamber of Commerce of Trinidad and Tobago. However, only 6% of the firms utilised exporTT as a supporter. Apart from external sources as supporting entities to service exporters, a large proportion of the service exporters used their internal resources such as CEOs and team members to support themselves. It was also seen that some of the services exporters had no help as it relates to exporting (31%).

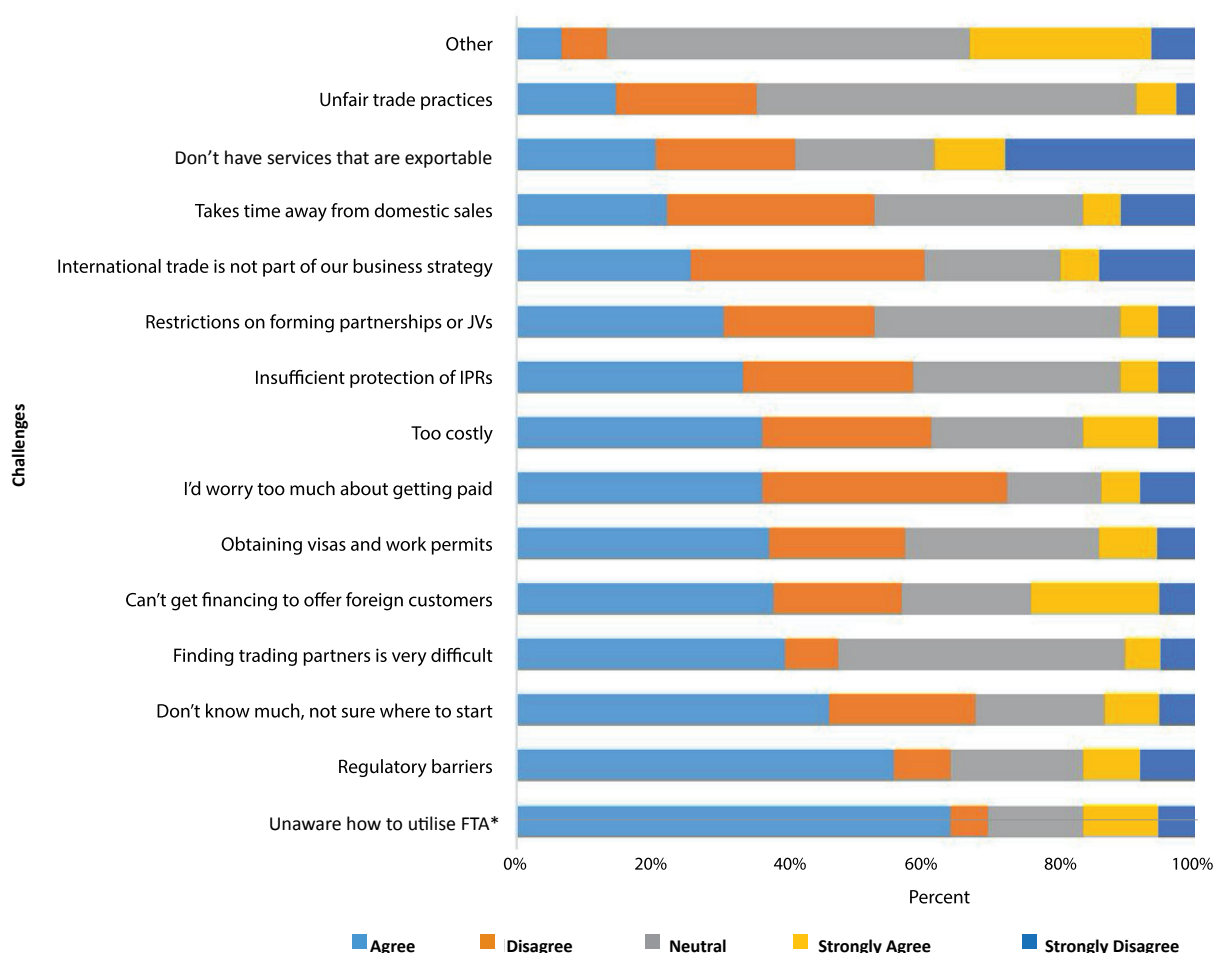
Figure 16: Sources of Support with Exporting Activities



2.11 Main Challenges faced by Non-Exporters in the Services Sector

The data indicated that 54% of non-exporters in the sample had an interest in exporting while 46% had no interest. The lack of interest in exporting for non-exporters could be due to the many challenges that might hinder potential exporters' willingness or intent. The first major hindrance identified by over 50% of the non-exporters in the sample, was the lack of awareness on how to utilise foreign trade agreements. The second major hindrance agreed upon was regulatory barriers followed by a lack of knowledge on where to start. Other challenges to exporting entailed finding trading partners. While there are many external hindrances adversely influencing non-exporter willingness and intent to export, having exportable services is the least of their concern.

Figure 17: Main Challenges Faced by Non-Exporters in the Services Sector



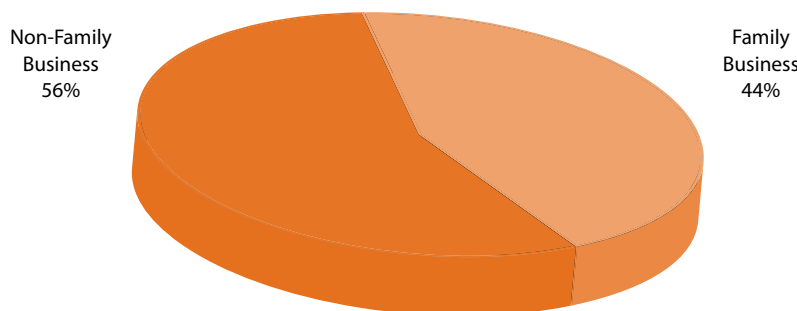
*FTA - Free Trade Agreement

SECTION 3: EXPORTERS SECTOR PROFILE: BUSINESS AND PROFESSIONAL SERVICES

3.1 Proportion of B&P Exporters that are Family Business

As depicted in figure 18, based on the number of Business and Professional Services (B&P) exporters in the sample, 56% comprised non-family businesses while 44% were family businesses with 50 to 100% ownership.

Figure 18: Proportion of B&P Family Business Exporters



3.2 B&P Services Key Economic Activities Exported by Order of Cases

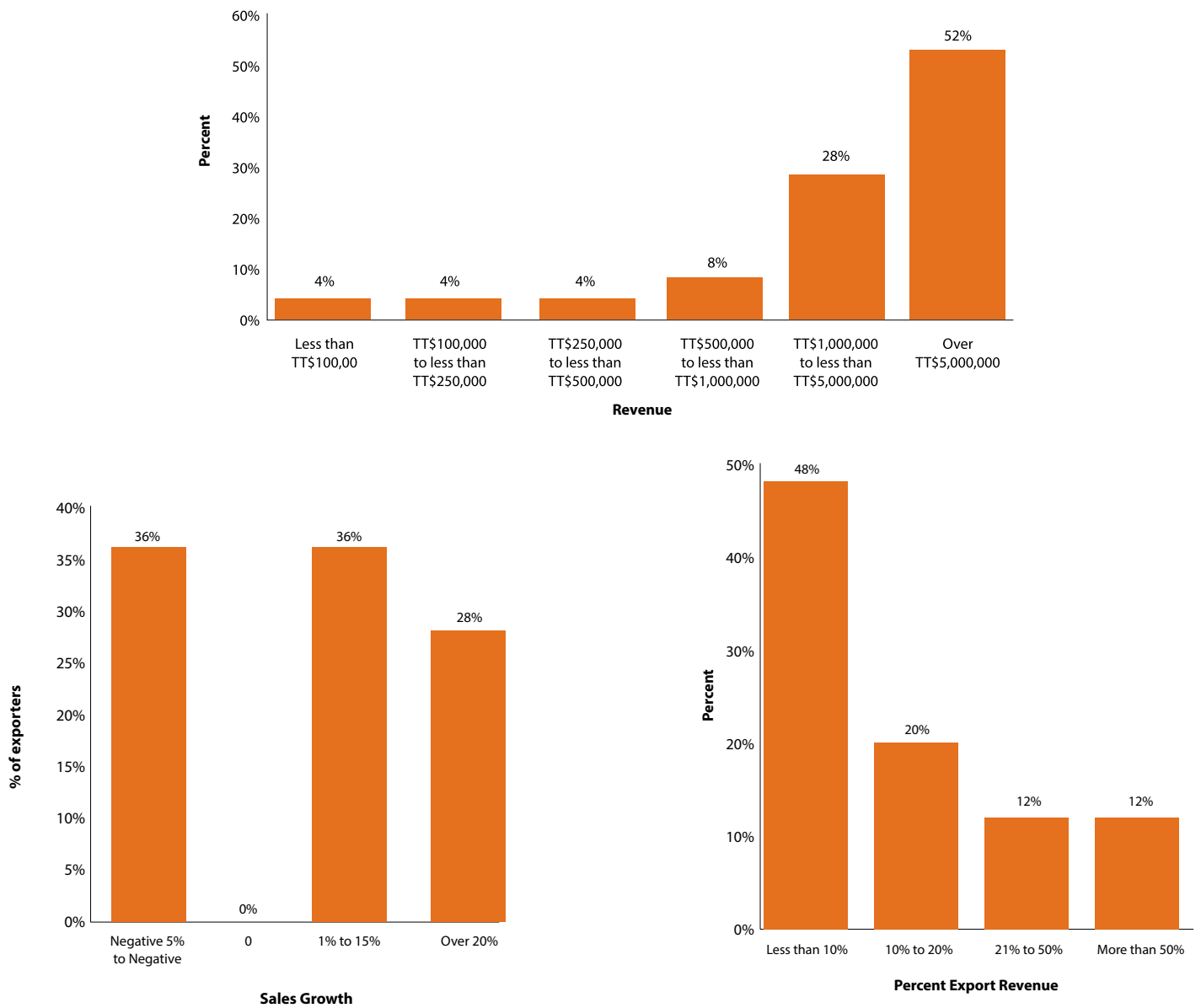
The service exporters in the B&P sector exported the following economic activities:

- Other professional, scientific and technical activities
 - Document translation
 - Urban planning and interior design services
 - Credit rating and financial information services
 - Electrical engineering
 - Plant automation system
 - Janitorial
- Architectural and engineering activities; technical testing and analysis
- Legal and accounting activities
- Activities of head offices
- Management consultancy activities
- Advertising and market research
- Veterinary activities

3.3 B&P Revenue, Firms' Growth & the Percentage of Sales Representing Exports 2017 - 2018

As seen in figure 19, most respondents (52%) in the survey for the period 2017 - 2018 had revenue over TT\$5,000,000 as well as between TT\$1,000,000 to less than TT\$5,000,000 (28%). It was also observed that the majority of the respondents had growth in sales for the same period. This growth in sales varied. For instance, 36% of the respondents indicated growth in sales was 1% to 15% while other firms (28%) stated growth in sales was over 20%. 36% of respondents had negative growth in sales (-5% and more). Despite this high percentage in revenue and growth in sales, most of it was generated via the domestic market. 48% of the respondents indicated that only less than 10% of revenue was contributed by foreign markets. Only a small proportion of the respondents (12%) indicated that foreign markets contributed to more than 50% of their revenue.

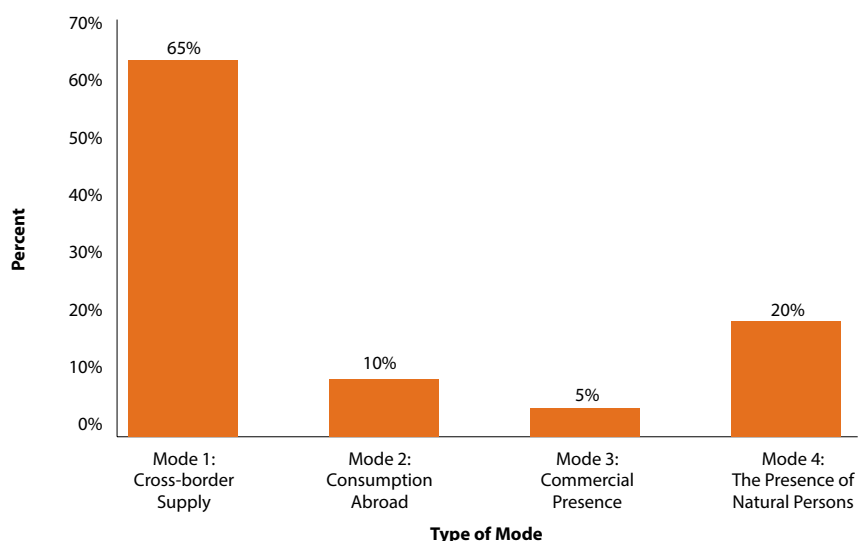
Figure 19: B&P Revenue, Growth & Percentage of Sales Representing Exports 2017 - 2018



3.4 B&P Main Mode of Exports

As depicted in figure 20, over 60% of respondents belonging in the Business and Professional Services sector utilised cross-border supply as the main export mode. This was followed by the presence of natural persons as the second mode of export used by Business and Professional Services exporters. The least used mode was consumption abroad (10%) and commercial presence (5%).

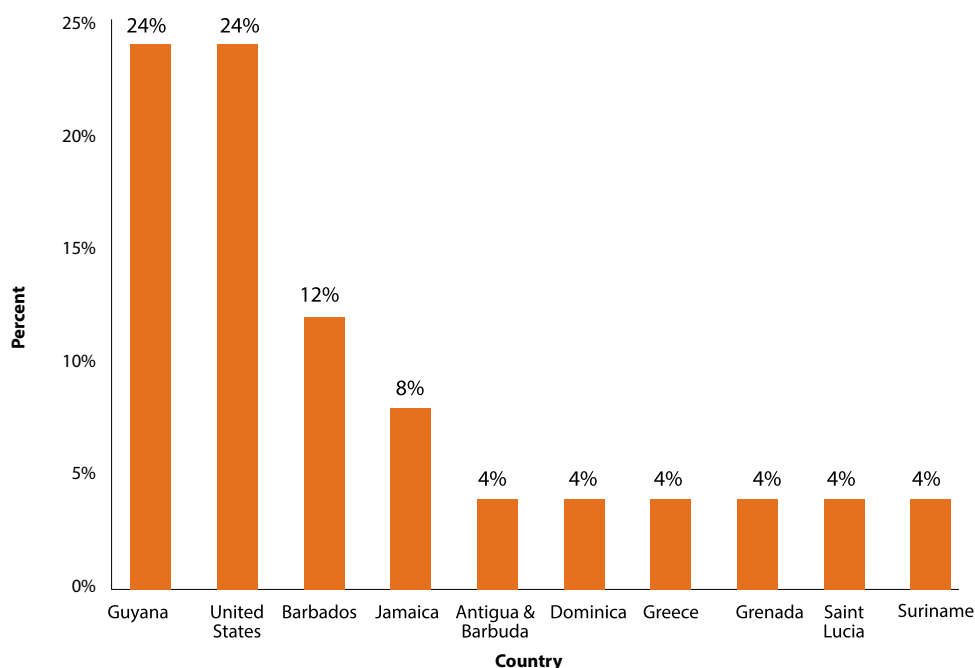
Figure 20: B&P Main Mode of Exports



3.5 B&P Main Export Markets

The results from the survey suggest that Guyana (24%), the United States (24%), and Barbados (12%) were the main export markets utilised by exporters in the sample from the Business and Professional Services sector.

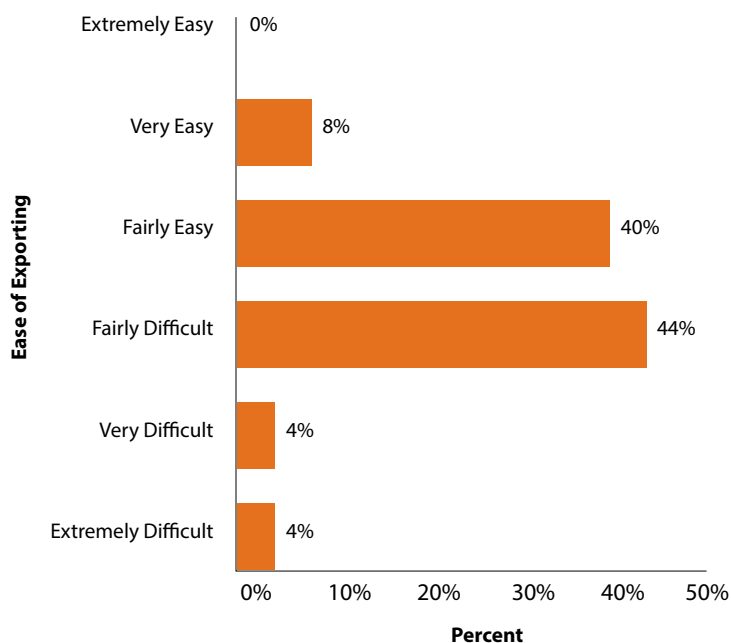
Figure 21: B&P Main Export Markets



3.6 B&P Exporters Ease in Exporting

There were very mixed responses as it pertains to the ease of exporting. For some, it was fairly difficult (44%), while other exporters in the Business and Professional Services claim it was fairly easy (40%).

Figure 22: B&P Exporters Ease in Exporting



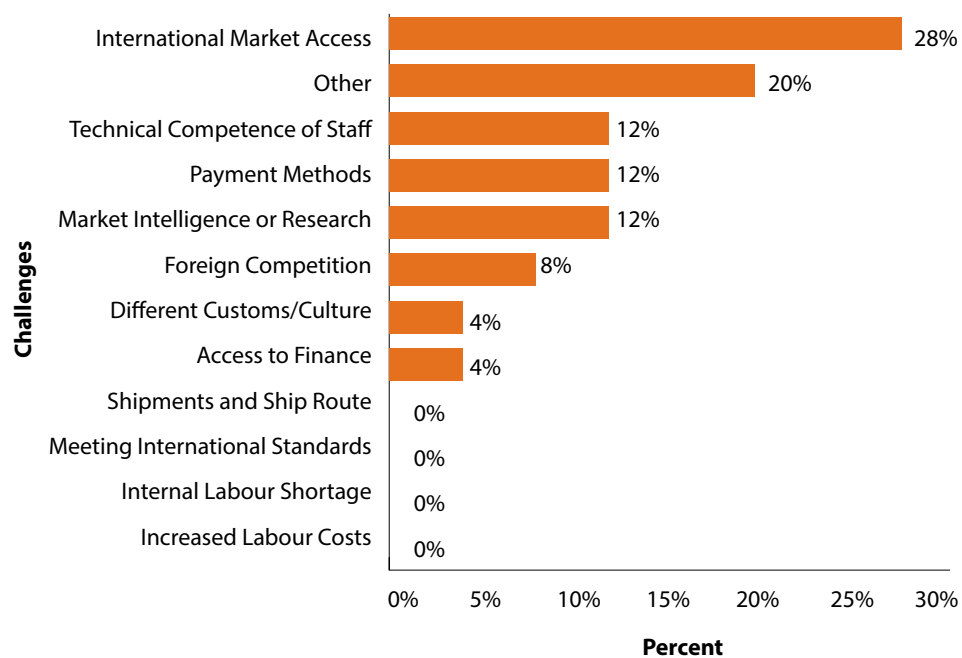
3.7 B&P Exporters Top Barriers to Exporting

Business and Professional Services exporters in the sample faced several barriers to exporting. The main barrier that was frequently mentioned by B&P exporters was access to international markets (28%) and other (20%). Examples of Other top barriers for B&P exporters:

- Changes in international company structures
- Political environment
- Finance/Export Controls
- Cannot advertise
- Local regulation processes e.g. work permit process delays

Technical competence of staff (12%), payment methods (12%) followed by market intelligence or research were other key barriers to exporting. Despite the many barriers, Business and Professional Services exporters had no issues with shipments and ship routes, meeting international standards, internal labour shortage, and labour costs.

Figure 23: B&P Exporters Top Barriers to Exporting

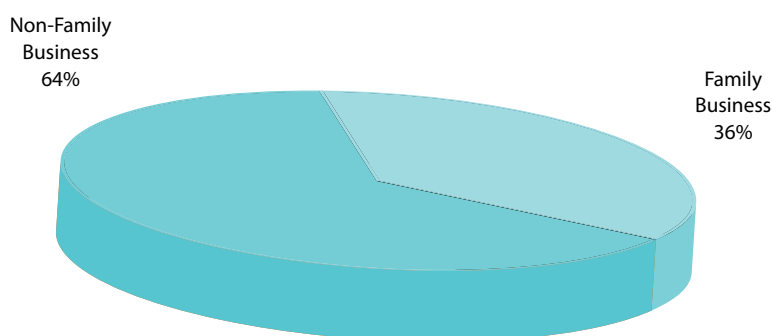


SECTION 4: EXPORTERS SECTOR PROFILE: INFORMATION AND COMMUNICATION TECHNOLOGY SERVICES

4.1 The Proportion of ICT Exporters that are Family Business

As depicted in figure 24, based on the number of Information and Communication Technology Services exporters in the sample, 64% comprised non-family businesses while 36% were family businesses with 50 to 100% ownership.

Figure 24: Proportion of ICT Family Business Exporters



4.2 ICT Services Key Economic Activities Exported by Order of Cases

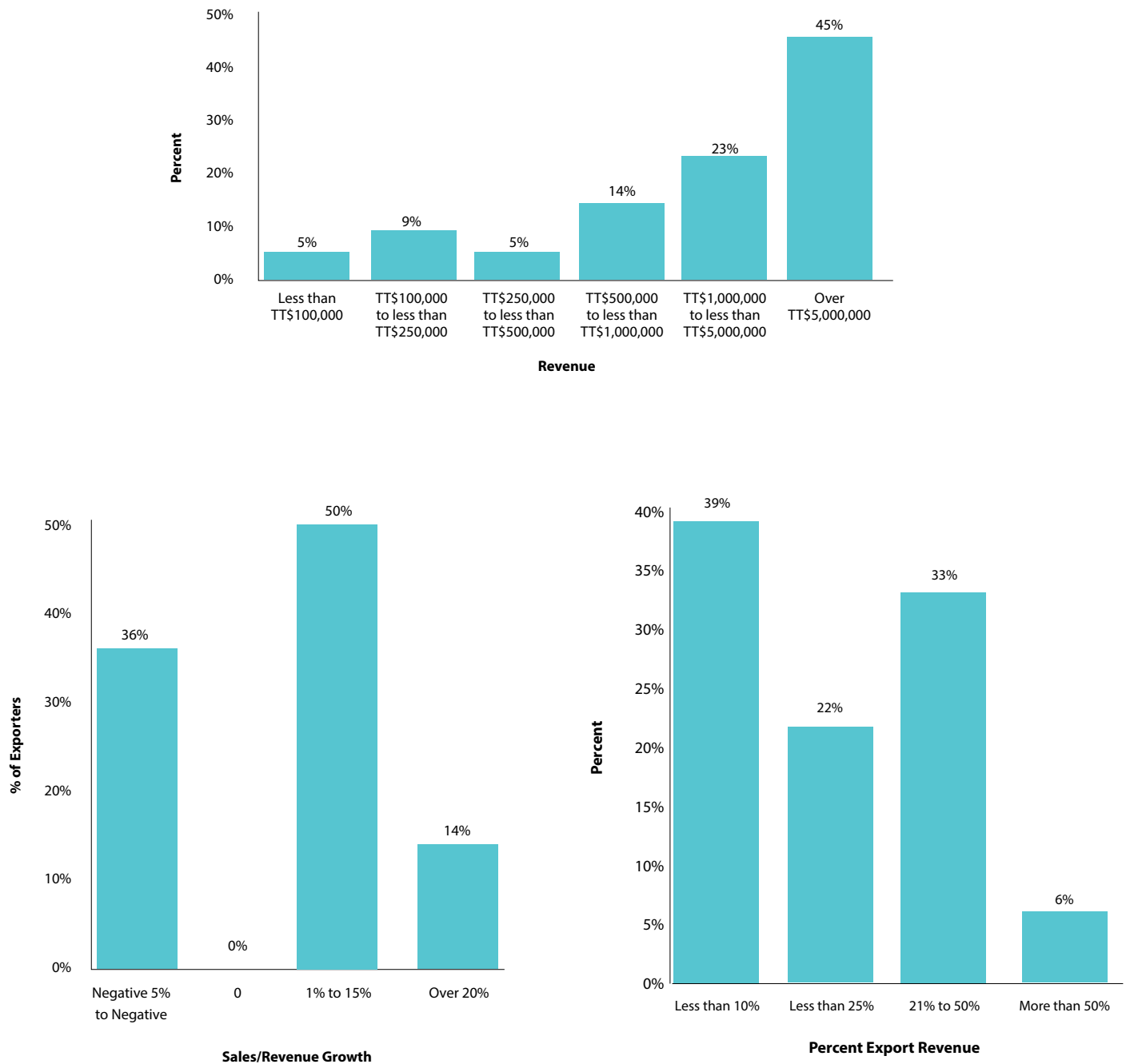
The service exporters in the ICT sector exported the following economic activities:

- Information service activities (e.g. data processing, web portals, news agency activities)
- Computer programming, consultancy, and related activities
- Publishing activities
- Motion picture, video and television programme production, sound recording and music publishing activities
- Telecommunications

4.3 ICT Revenue, Firm's Growth and Percentage of Sales Representing Exports

As seen in figure 25, most respondents (45%) in the survey had revenue over TT\$5,000,000 as well as between TT\$1,000,000 to less than TT\$5,000,000 (23%). It was also observed that the majority of respondents had growth in sales for the same period. This growth in sales varied, for instance, 50% of the respondents had 1 to 15% growth, while 14% had over 20% sales growth (-5% and more). Even though most of the firms had growth in sales, there were still a small percentage of the respondents (36%), with negative growth in sales (-5% and more). Despite the high percentage indicating relatively high levels of revenue and growth in sales, 39% of the respondents indicated that only less than 10% of revenue was contributed by foreign markets. There was also a significant proportion (33%) of respondents that indicated that foreign markets contributed 21% to 50% of their revenue.

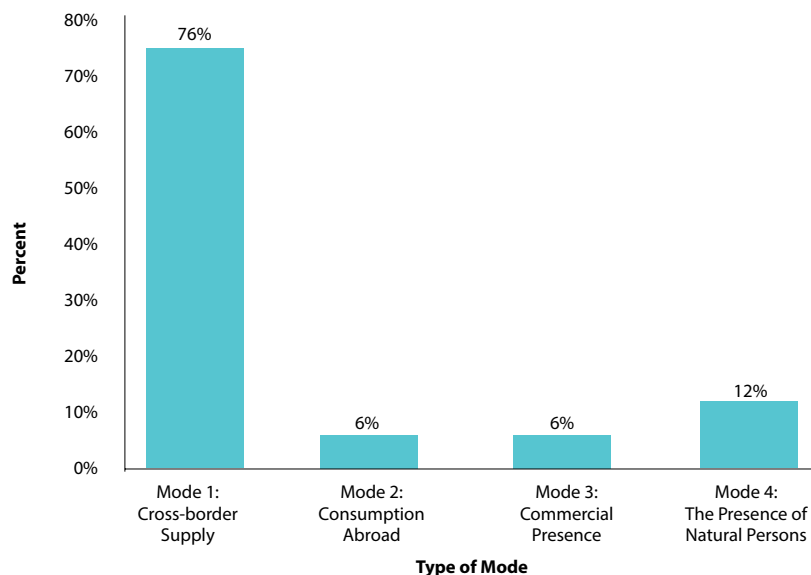
Figure 25: ICT Revenue, Growth & Percentage of Sales Representing Exports 2017 - 2018



4.4 ICT Main Mode of Exports

As depicted in figure 26, over 76% of the respondents belonging to the ICT services sector utilised cross-border supply as the main export mode. This was followed by the presence of natural persons as the second mode of export used by ICT exporters. The least used mode was consumption abroad (6%) and commercial presence (6%).

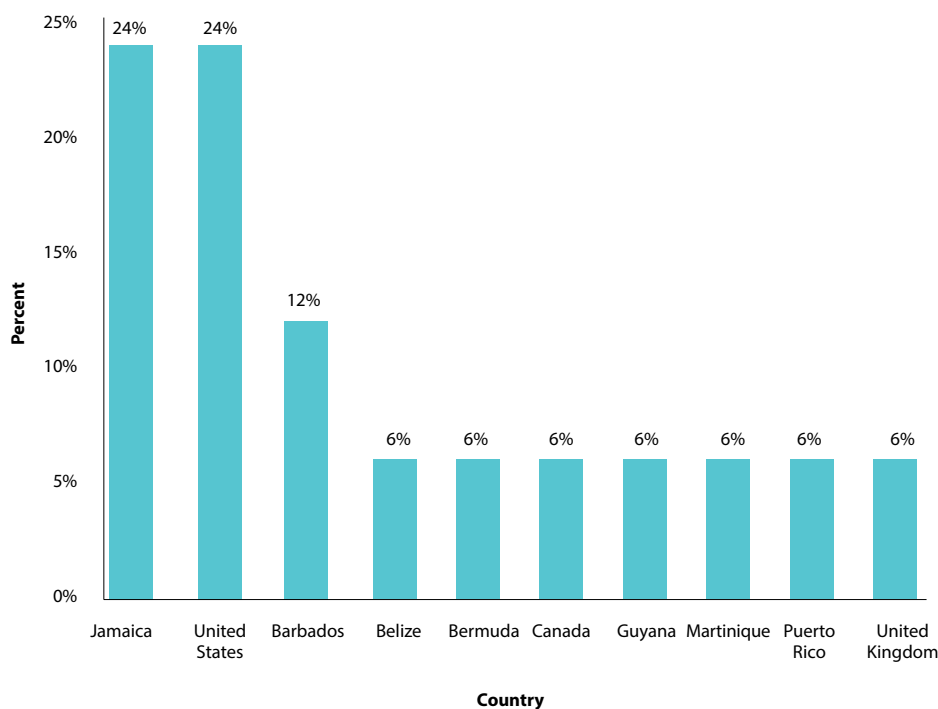
Figure 26: ICT Main Mode of Exports



4.5 ICT Main Export Markets

The results from the survey suggest that Jamaica (24%), the United States (24%) and Barbados (12%) were the main export markets utilised by exporters in the sample from the ICT sector.

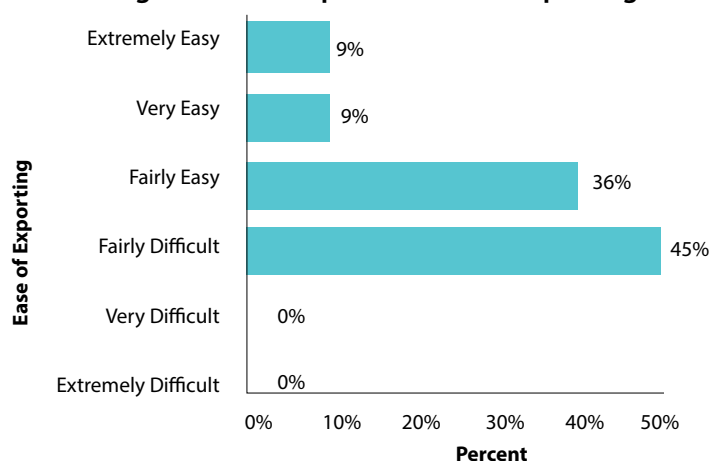
Figure 27: ICT Main Export Markets



4.6 ICT Exporters Ease in Exporting

There were very mixed responses as it pertains to the ease of exporting. For some, it was fairly difficult (45%), while other exporters in the ICT services claimed it was fairly easy (36%).

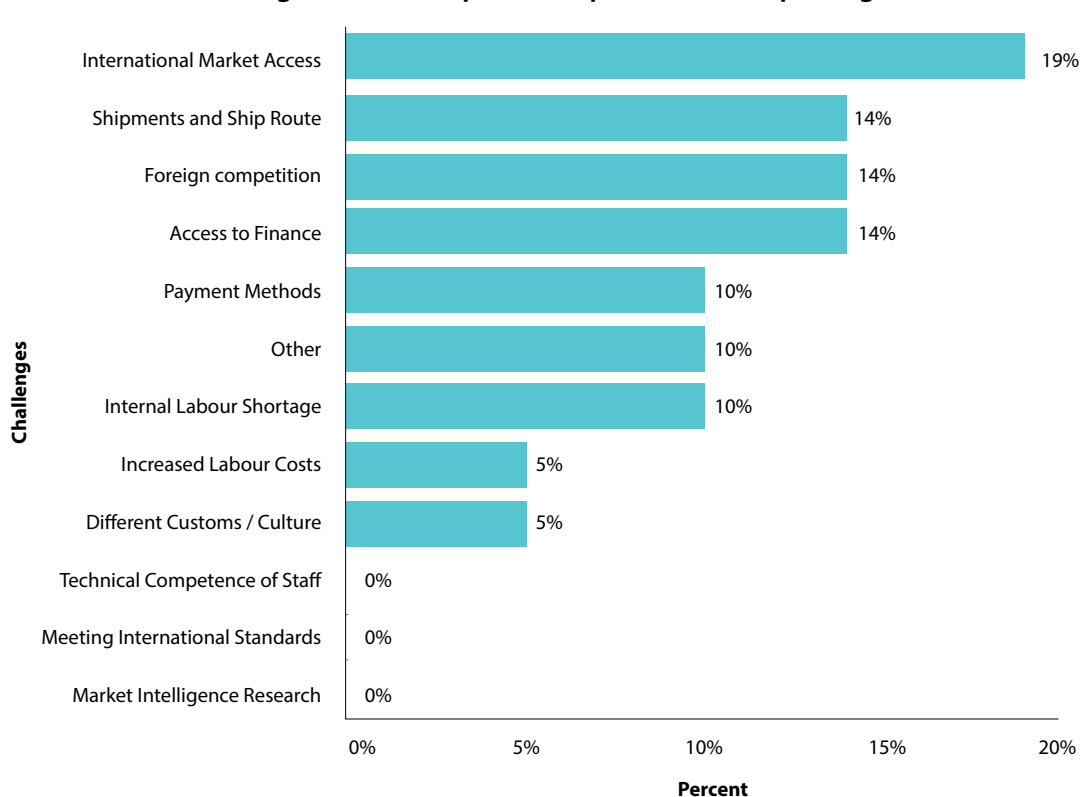
Figure 28: ICT Exporters Ease in Exporting



4.7 ICT Exporters Top Barriers to Exporting

ICT exporters in the sample faced several barriers to exporting. The main barriers that were frequently mentioned by ICT exporters were access to international markets (19%), shipments and ship route (14%), foreign competition (14%) and access to finance (14%). Despite the many barriers, ICT exporters had no issues with the technical competence of staff, meeting international standards, and market intelligence or research.

Figure 29: ICT Exporters Top barriers to Exporting

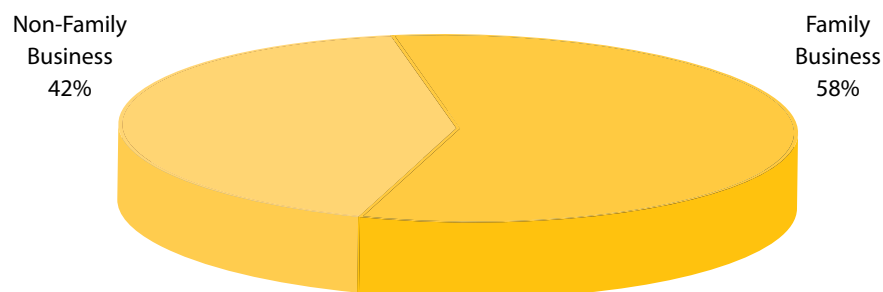


SECTION 5: EXPORTERS SECTOR PROFILE: ENERGY SERVICES

5.1 The Proportion of Energy Exporters that are Family Business

As depicted in figure 30, based on the number of energy exporters in the sample, 58% comprised family businesses with 50 to 100% ownership while 42% were non-family businesses.

Figure 30: Proportion of Energy Family Business Exporters



5.2 Energy Services Key Economic Activities Exported by Order of Cases

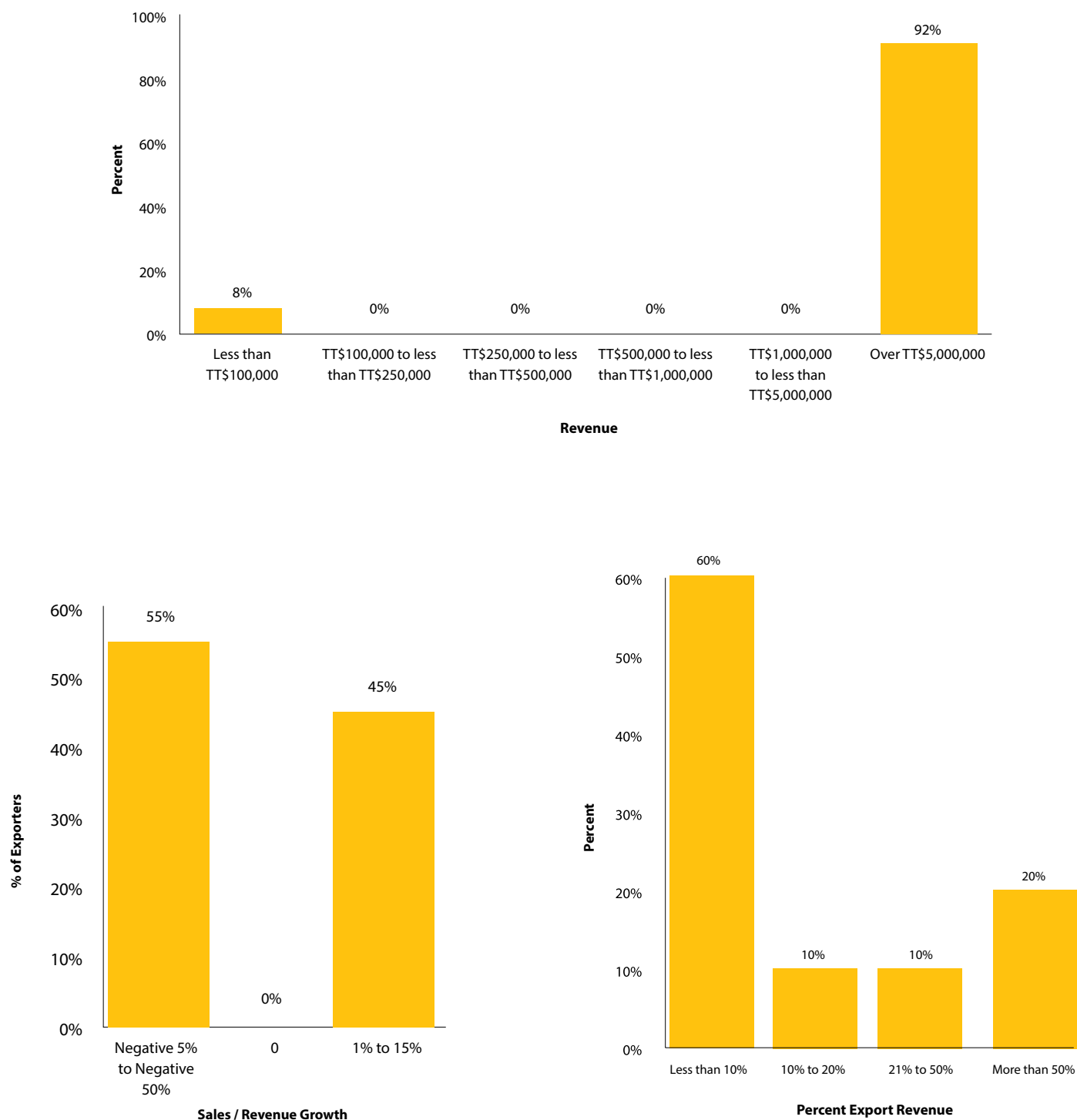
The service exporters in the Energy sector exported the following economic activities:

- Support activities for petroleum and natural gas extraction
- Other energy service activities:
 - Design, fabricating and troubleshooting services
 - Industrial construction and maintenance services
 - Inspection services
 - Mechanical services
 - Provision of water treatment for industries in cooling and boiler water systems

5.3 Energy Revenue, Growth & Percentage of Sales Representing Exports

As seen in figure 31, most respondents (92%) in the survey had revenue over TT\$5,000,000 as well as a very small proportion (8%) had less than TT\$100,000. It was also observed that the majority of the respondents had negative growth in sales for the same period. This negative growth in sales was indicated by 55% of the respondents (-5% and more). Even though most of the firms had negative growth in sales, there was still a significant proportion of respondents (45%) with growth in sales ranging between 1 to 15%. Despite this, a large proportion (60%) of the respondents indicated that only less than 10% of revenue was contributed by foreign markets.

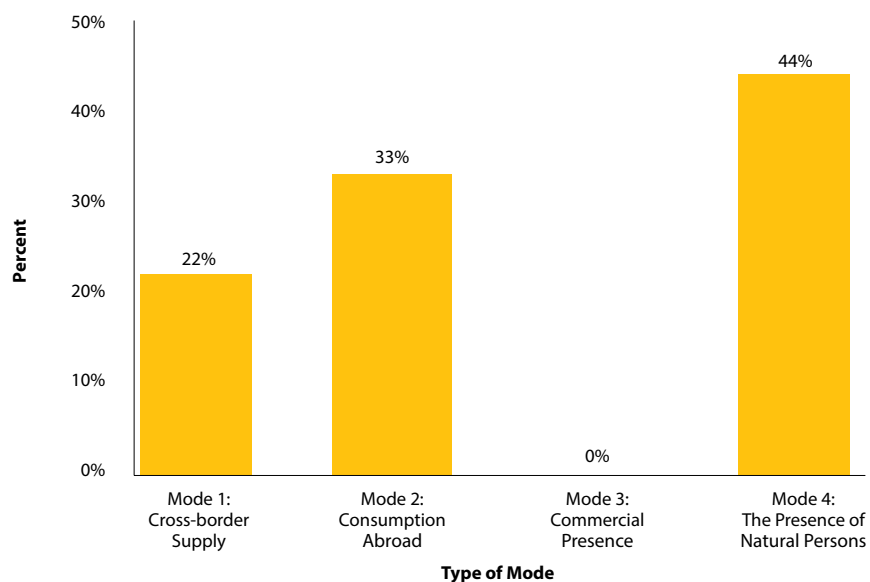
Figure 31: Energy Export Revenue and Firms Growth & Percentage of Sales Representing Exports 2017 - 2018



5.4 Energy Main Mode of Exports

As depicted in figure 32 below, over 44% of the respondents belonging to the Energy services sector utilised the presence of natural persons as the main export mode. This was followed by consumption abroad (33%) and cross-border supply (22%).

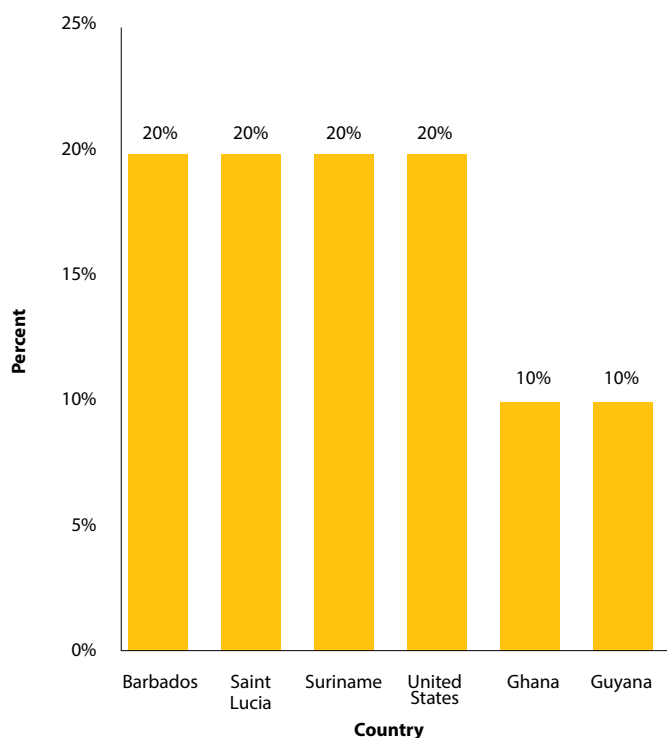
Figure 32: Energy Main Mode of Exports



5.5 Energy Main Export Markets

The results from the survey suggest that Barbados (20%), Saint Lucia (20%), Suriname (20%) and the United States (20%) were the main export markets utilised by exporters in the sample from the energy sector.

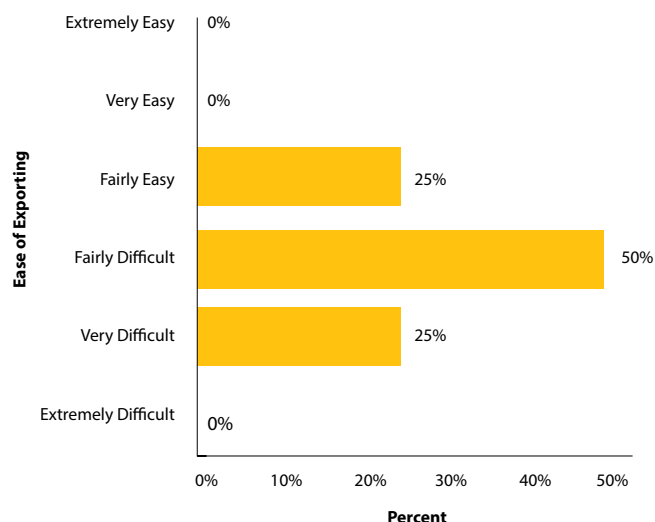
Figure 33: Energy Main Export Markets



5.6 Energy Exporters Ease in Exporting

Based on the results of the survey, it seems to be relatively challenging to export energy services. 75% of exporters in the energy services sector who participated in the survey considered exporting either a fairly or very difficult undertaking. The remaining 25% considered exporting to be fairly easy. This is in contrast with the other sectors profiled where at most 52% of respondents considered exporting a difficult activity.

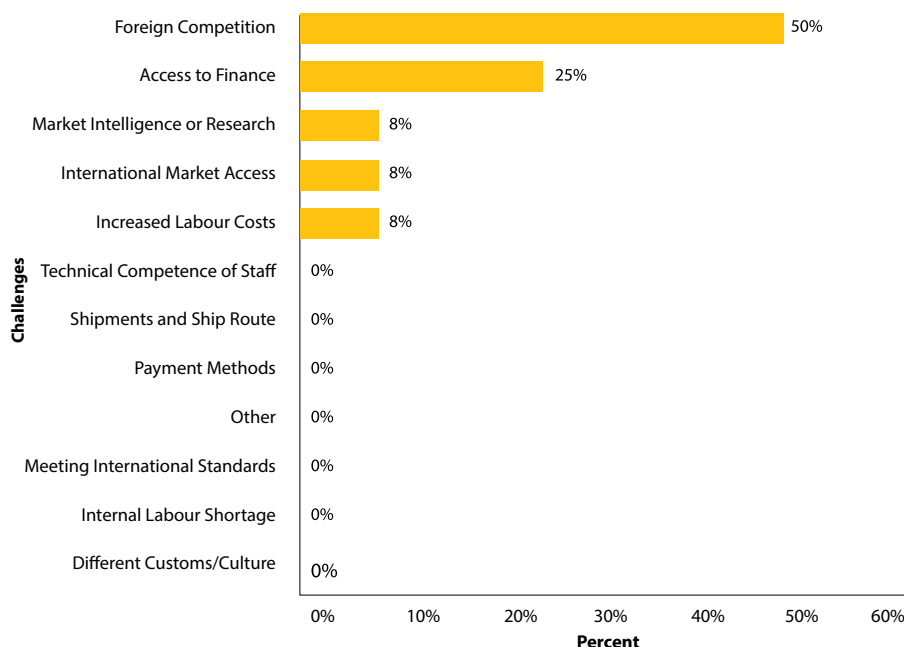
Figure 34: Energy Exporters Ease in Exporting



5.7 Energy Exporters Top Barriers to Exporting

Energy exporters in the sample faced several barriers to exporting. The main barriers that were frequently mentioned by energy exporters were foreign competition (50%), access to finance (25%), and market intelligence (8%). Despite the many barriers, energy exporters had no issues with the technical competence of staff, shipments and ship route, payment methods, meeting international standards, and internal labour shortages.

Figure 35: Energy Exporters Top Barriers to Exporting



SECTION 6: CONCLUSION

Vashti G. Guyadeen

Chief Executive Officer

Trinidad and Tobago Coalition of Services Industries

The TTCSI over the course of the next year will be lobbying Government to implement the recommendations from this Study. The TTCSI has a proven track record of achieving its targets and we would like to work with all relevant stakeholders to bring to fruition to the following recommendations. It is important to highlight that these recommendations are applicable across CARIFORUM states. Therefore it may be valuable for us to develop a regional services implementation plan which incorporates these measures.

The Study's key recommendations which follow are two-fold, they address current limitations experienced by the services sector and are also poised to take advantage of new export opportunities on the horizon.

Marketing and promotion

There is an urgent need to develop a market growth strategy for the local services sector. Given the current economic adversities being experienced within the country's services portfolio, it is recommended that Trinidad and Tobago adopt a stronger market penetration strategy in its current source markets and engage in market development. Market penetration initiatives can include:

1. Market intelligence research
2. Branding the 'local services hub'
3. Awareness campaigns and promotion
4. Promotion of e-commerce practices

Market intelligence research: Marketplace intelligence and insights for the local services sector can be disseminated through interactive online platforms and mini conferences and seminars, with focus on peer-to-peer sharing of market opportunities, matchmaking/

meet the buyer events, innovation forums, study tours, and trade shows and exhibitions. This could also feed into creation of the 'local services hub'.

Branding the 'local services hub': Although Trinidad and Tobago has a wide range of service industries, a 'local services hub' branding strategy does not currently exist. Such a strategy should be designed to increase Trinidad and Tobago's services market share in existing export markets as well as explore new markets. A significant local brand can justify where the hub is located and act as the 'go to' place for activities. The overall objective of this initiative is to position, brand, market and promote Trinidad and Tobago as a services hub globally. Activities which can support its development include the creation of a local services cluster development portal, inward/outward trade missions and proactive media engagement.

A network of local service firms should also be established as this will enable businesses to become globalised quickly through shared expertise and opportunities. This network can act as a local advisor on international markets, develop market entry strategies, organise trade workshops and provide in-depth market reports. It can also facilitate the exchange of experiences and knowledge of international markets by encouraging dialogue between service companies, governments and, technology suppliers on the e-commerce side. The high cost of exporting has been a major challenge for both exporters and non-exporters in the local services sector and as a result firms could use this 'local services hub' to engage in joint marketing efforts such as branding, market research, and bundling of services which would help reduce export costs.

Awareness campaigns and promotion: Educational awareness campaigns should be developed to highlight the importance of these joint initiatives, projects and programmes aimed at export cost reduction. For instance, based on the National Services Exporters Survey report, a lack of awareness exists among non-exporters on how to apply Free Trade Agreements to their operations. In addition, exporters are unaware of the types of support available through various local and regional agencies or where they can access further information and resources. Hence a simple tool such as a list that identifies agencies involved in the export process along with their roles and responsibilities should be developed and disseminated to all local service businesses. Complementing this should be increased information export sessions where these organisations can share further details about the support services they provide.

Promotion of e-commerce practices: The overall marketing promotion strategy should be expanded to include development of multiple integrated sales channels. Special emphasis should be placed on the use of new digital media such as social media, mobile applications and online advertising. A clear, consistent and compelling message which drives demand to the local services sector should be delivered through all channels.

Institutional strengthening

Institutional strengthening as a priority should aim to foster Public-Private Partnership (PPP) arrangements between industry, industry associations and state agencies. Associations and agencies should work closely with firms to develop initiatives that encourage greater collaboration such as joint branding, promotion and cost reduction. The national services exporters' registry could also be leveraged to support one-to-

one matchmaking and networking among service exporters, potential investors and support agencies.

Capacity Training

Training for non-exporters: Programmes which train non-exporters on the basic exporting process, "Where to start", should be developed and implemented with urgency.

Business incubator programmes (emerging exporters): A market readiness incubator programme should be designed to target emerging local service exporters with strong value propositions but little or no export experience. This programme should train emerging exporters on the business and marketplace skills and knowledge needed to export. This training could further be supported by the creation of business plans, and updating of value propositions and cluster and business diagnostics to assess market potential.

Market readiness accelerator programmes (established mature exporters): A market readiness accelerator programme targeting firms with significant export experience should also be developed. These activities could cover: market incursions, tailored business coaching/mentoring as well as enterprise and product upgrading assistance.

This study now fully equips TTCSI, government stakeholders and policy makers with bespoke information to make data driven decisions regarding implementation of these recommendations which are aimed at improving the competitiveness of the national services sector. The recommendations not only support government's efforts to develop a diversified sustainable economy while supporting export-led growth of service industries but they also support the wider regional services mandate.



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