

**From:** Kartokromo, Suzy <skartokromo@sxmairport.com>  
**Sent:** Friday, July 22, 2016 1:10 PM  
**To:** Arrindell, Ingrid-Irania  
**Cc:** Jim Rosen; Roger Lawrence; Keith Graham; Dijkhoffz, Alex  
**Subject:** RE: STA Candidate Selection

Dear Minister Arrindell,

It is my understanding that the below message dated July 19, was not received and am therefore resending it, following the phone call from Alex.

Kindly confirm receipt at your earliest convenience.

Regards,

Suzy Kartokromo  
Manager - Marketing & Customer Service Department  
[skartokromo@sxmairport.com](mailto:skartokromo@sxmairport.com)



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From: Kartokromo, Suzy  
Sent: Tuesday, July 19, 2016 00:10 AM  
To: Arrindell, Ingrid-Irania  
Cc: Jim Rosen; Roger Lawrence; Alex Dijkhoffz; Keith Graham  
Subject: RE: STA Candidate Selection

Dear Minister Arrindell,

Herewith my order of ranking, based on my observations during the round 2 interviews only:

- # 1 – Rolando Brison
- # 2 – Jacqueline Louis
- # 3 – Terrence Rey

Regards,  
Suzy

**From:** Dijkhoffz, Alex  
**Sent:** Monday, July 18, 2016 4:16 PM  
**To:** Arrindell, Ingrid-Irania; 'iarrindell5@gmail.com'  
**Cc:** 'Jim Rosen'; 'Keith Graham'; 'Roger Lawrence'; 'Kartokromo, Suzy'  
**Subject:** STA Candidate Selection

**Importance:** High

| <b>Tracking:</b> | <b>Recipient</b>   | <b>Read</b>             |
|------------------|--|-------------------------|
|                  | Arrindell, Ingrid-Irania<br>'iarrindell5@gmail.com'<br>'Jim Rosen'<br>'Keith Graham'<br>'Roger Lawrence'<br>'Kartokromo, Suzy' | Read: 7/18/2016 5:56 PM |

Dear Minister:

Based on the Interviews recently held for the STA Interim Director, and my personal analysis, the following are my top 3:

1. Rolando Brison
2. Terrence Rey
3. Jacqueline Louis

The reasons speak for themselves.

Regards,

**J. Alex Dijkhoffz**

*Chef de Cabinet*

*Cabinet - Minister of Tourism, Economic Affairs, Traffic & Telecommunications - TEATT*

*Clem Labega Square*

*Philipsburg, Sint Maarten*

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**From:** Keith Graham <keithgraham@greatbaybeachresort.com>  
**Sent:** Monday, July 18, 2016 5:00 PM  
**To:** Arrindell, Ingrid-Irania; iarrindell5@gmail.com  
**Cc:** Jim Rosen; Roger Lawrence; Kartokromo, Suzy; Dijkhoffz, Alex  
**Subject:** RE: STA Candidate Selection

Dear Minister

Due to the "off the record enquiry " that I made I have listed my 3 candidates in the order that I believe will best serve the STA as representatives of the island's tourism :

1. Terrance Rey
2. Jacqueline Louis
3. Rolando Brison

Regards

**Keith Graham**  
**Managing Director**  
Sonesta Great Bay Beach Resort, Casino & Spa  
T: 721-542-2446  
C: 721-520-1848  
[Sonesta.com](http://Sonesta.com)



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**From:** Dijkhoffz, Alex [mailto:Alex.Dijkhoffz@sintmaartengov.org]  
**Sent:** Monday, July 18, 2016 4:16 PM  
**To:** Arrindell, Ingrid-Irania; iarrindell5@gmail.com  
**Cc:** Jim Rosen; Keith Graham; Roger Lawrence; Kartokromo, Suzy  
**Subject:** STA Candidate Selection  
**Importance:** High

Dear Minister:

Based on the Interviews recently held for the STA Interim Director, and my personal analysis, the following are my top 3:

1. Rolando Brison
2. Terrence Rey
3. Jacqueline Louis

The reasons speak for themselves.

Regards,

**From:** Roger Lawrence <rlawrence@portstmaarten.sx>  
**Sent:** Tuesday, July 19, 2016 7:57 AM  
**To:** Keith Graham; Arrindell, Ingrid-Irania; iarrindell5@gmail.com  
**Cc:** Jim Rosen; Kartokromo, Suzy; Dijkhoffz, Alex  
**Subject:** RE: STA Candidate Selection

Dear Honorable Minister Arrindell and fellow members of the Supervisory Council ,

Good morning.

After reviewing the overall scoring/ results and evaluating all candidates objectively I propose the following as my top 3 candidates :

1. Rolando Bryson
2. Jacqueline Louis
3. Terrence Rey

Best regards,

***As of October 13th, 2015, the .SX (Dot "SX"), Domain Name Suffix for Country St. Maarten will be used and appear in all electronic signatures, e-mails and business communication you receive from St. Maarten Group. Please make use of the new email address with .SX Domain Name each time you are emailing us and remember to make the necessary change to your address book to ensure continuity of service.***

**Roger Lawrence** | Cargo and Terminal Operations Manager



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<http://www.facebook.com/portofstmaarten>

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**From:** Keith Graham [mailto:keithgraham@greatbaybeachresort.com]  
**Sent:** Monday, July 18, 2016 5:00 PM  
**To:** Arrindell, Ingrid-Irania <ingrid-iraniam@arrindell.org>; iarrindell5@gmail.com  
**Cc:** Jim Rosen <jim-rosen@hotmail.com>; Roger Lawrence <rlawrence@portstmaarten.sx>; Kartokromo, Suzy <skartokromo@sxmairport.com>; Dijkhoffz, Alex <Alex.Dijkhoffz@sintmaartengov.org>  
**Subject:** RE: STA Candidate Selection

**From:** Jim Rosen <jim-rosen@hotmail.com>  
**Sent:** Sunday, July 17, 2016 4:53 PM  
**To:** Arrindell, Ingrid-Irania; 'Keith Graham'; 'Kartokromo, Suzy'; Dijkhoffz, Alex; 'Roger Lawrence'  
**Subject:** Interim Director for the STA

Dear Honorable Minister Arrindell and fellow members of the Supervisory Council of the STA.

We were asked to have our motivated responses to the second round interview with a ranking of each candidate. While we may not have the totally perfect person selected at the end of this process we can at the least be comforted that the contract is only for a year. At the same time, I expect that all eyes will be focused on how well the STA performs in its first year and very much so even in its first few months. The success of the STA can lead us to a much better economy that can benefit all, and if it fails to perform the ultimate goal of increasing our tourism revenues across multiple platforms we will all surely suffer for it and possibly even lose the will to follow an STA structure.

For the above reason I believe our choice now is quite profound in its implications and I am certain that all of us believe this to be true. I have never met the individuals selected before and come with no prior experience of them to guide me. That being said here are my choices and my motivations for the position in order of preference:

1 Rolando Brison

He was the clear winner of the round 1 scoring by a significantly substantial margin. I have not yet seen the compiled scorings from round 2 but at least in my mind his presentation done within the limited time showed imagination, initiative and creativity. While I might not have agreed with all of his points, the sense of excitement for the destination promotion of St. Maarten was palpable. I thought that this level of enthusiasm could bring a new life to the STB, provided he can exhibit leadership skills, which were not as prominent as his sales skills. I scored him well above both Terrence and Jacqueline on content, presentation and found it quite interesting that he was not questioned during or after his presentation for further clarification of his ideas compared to the extensive questioning and at times even hints that were offered the other two.

If the interim director's role is to be the face of St. Maarten's marketing, my sense is that he would invigorate the process the most of all the candidates, both with reps, clients abroad and with locals as well. While I know a great many people on the island, I have only our two experiences of all 3 persons for a personal judgement. I have two major concerns regarding Rolando's possible selection. The first is that if his reputation in the broader community is heavily negative, this could create an undesirable local impression of the STA damaging the organization's credibility and his ability to utilize stakeholders and STB staff alike. If the feelings are mixed with positives as strong as the negatives then my concern would be much less. 2. Given the verbal reports coming in, it would seem best to ensure that there be a three person Board of the STA in order to provide a regular control and to make it possible for those other 2 board members and our SC Chairman for example to have the signature powers over the STA account, rather than the director, thereby ensuring a firm financial and commitment control measure. The director position already requires approvals for larger commitments and any pattern of smaller commitments would immediately stand out. This last measure could well apply to any of the candidates.

In summary, if Rolando can pass screening, carries more positive local feelings than negative, and the signatures on the account be managed as suggested, then I would gladly take the chance at excellence over mediocrity.

2 Terrence Rey is my clear second choice. I get a sense of stability and control about him that could well work with team leadership. Despite his speech impediment he exudes a calm confidence and a keen mind that could well direct other more creative types within the overall team.

I think he most correctly judged the impact of Cuba as a possible threat to our airlift. We have yet to see the marketing surge that Rolando predicted our competitors would do although that demonstrated a good out of the box thinking. We know that the competition within the region for airlift is intense and if the routes to Cuba are non-stop flights from the northeast and the growing tourism segment from the mid-Atlantic US states, this could be of significant impact to our airlift capacity indeed. Rolando assumed in his presentation that the airlift would be focused via Miami as a hub, but only American uses this as a gateway to St. Maarten. If for example, we lose the overnight American stayover flight, that leaves early for Miami, the West coast of the US becomes a 2 day trip instead of one. Yes this is only 7-9% of our stayover tourism but that is still a significant number, which will suffer badly if the trip is 2 days each way.

Terrence flubbed the million dollar question a bit by only offering a vague strategy of what he would stress, but I found the Jacqueline and Rolando alike had to fudge together a mixed set to be able to meet the tight timetable. Here Terrence showed a bit of weakness either in terms of comprehension of the assignment or in execution. For this reason I could draw a conclusion that the quality of his work, or perhaps instead, the sheer speed of his work, under time pressure is less than our other two candidates. His focus on the taxi drivers as the ambassadors for cruise conversion shows that he does not grasp the actual flows of this particular segment, but one look at what the cruise passengers actually do while on the island, which we do have the data on, would change his thinking I should hope.

To sum up I think he has a good grasp of what exactly tourism is and is intimately familiar with several aspects of it due to his charter business and his internet site. While not being the most creative of the group, he would therefore need a good creator as a part of his staff to really excel and without that I believe we would have a solid STA that performs better than the current logjam system via full government control, but would not reach its full potential.

3 Jacqueline Louis is my clear 3<sup>rd</sup> choice.

My primary reason for this goes to an earlier point. The STA really does need to hit the ground running and her knowledge of tourism I found to be surface at best. I asked her a couple of questions and even hinted at what kind of response I was looking for when I told her that the marine industry views the boat as the tourist, most particularly in the high end mega-yacht segment and not the crew who do not choose the positioning of the boat. She maintained that her focus would be on pleasing the crew. She had other parts of both presentations that indicated this lack.

Her Cuba presentation was the weakest and despite the many clarifying questions she received she failed to find a convincing focus to back up her assertion in my opinion. In the second part I asked her to repeat her assertion that she thought the main focus of a loyalty program would be in the airport arrival hall or perhaps where the car rentals call out for customers. In my own travel experience, this is usually one of the most stressful moments, right up there with check-in and people are generally tired, and ready to get to their destination, be it a hotel, villa, timeshare, boat, or a friend's house.

Heads in beds was her mantra and on much more than one occasion; an easy catch phrase when one does not understand the importance of revenue per available room for the hotel and timeshare sectors. She stressed the importance of discounting our already too low room pricing as the key driver. Discounting is one of the worst things you can do to your product unless you start with already inflated pricing. I think there is a chance she could provide a higher energy level to the STB crew, but say chance because her knowledge base is so much lower than that of the people she would be leading. The question then becomes: What would she be like after extensive training? Can we appoint her and wait to find out if she can learn fast enough to hit the ground running. We all seemed to put a high importance on the marketing spending for the rest of the year and I do not think the Supervisory Council has the time to coach her.

If we could put her where she could get the knowledge base for a while, such as May-Ling had when she assumed the role of head of STB then her enthusiasm and training background might produce results but in my estimation this is a big

gamble when we need a sure win. I did, however, think that her first day emphasis on service training was spot on, but that disappeared from her budget presentation. I would have been happier if she at least stated that STA would need to be more of the cheerleader than the actual stakeholder rather than dropping this completely.

I hope that even if you all do not agree with my line of reasoning that you find this piece to be of some merit for your consideration.

Best regards,  
Jim Rosen





Rolando Brisson 157  
 Jacqueline Louis 144  
 Terrance Rey 130.5

Case Study 1.

|                      | Rolando Brisson |    |    |    |    |    |    |    |    |    | Jacqueline Louis |   |    |    |    |    |    |    |    |    | Terrance Rey |   |    |    |    |    |    |    |   |   |
|----------------------|-----------------|----|----|----|----|----|----|----|----|----|------------------|---|----|----|----|----|----|----|----|----|--------------|---|----|----|----|----|----|----|---|---|
| Presentation Skills  | 5               | 4  | 5  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 5                | 3 | 3  | 3  | 3  | 5  | 4  | 4  | 4  | 4  | 5            | 3 | 3  | 3  | 3  | 4  | 4  | 4  | 3 | 3 |
| Content              | 4               | 4  | 5  | 4  | 4  | 5  | 4  | 4  | 4  | 4  | 4                | 3 | 3  | 3  | 4  | 4  | 4  | 4  | 4  | 4  | 4            | 3 | 3  | 4  | 4  | 4  | 4  | 4  | 4 | 3 |
| Communication Skills | 5               | 4  | 5  | 4  | 4  | 5  | 4  | 4  | 4  | 4  | 5                | 3 | 4  | 4  | 5  | 5  | 5  | 5  | 5  | 5  | 5            | 3 | 3  | 4  | 4  | 3  | 3  | 3  | 3 | 3 |
| Sub Total            | 14              | 12 | 15 | 12 | 12 | 14 | 12 | 14 | 12 | 12 | 14               | 9 | 10 | 12 | 14 | 13 | 14 | 13 | 14 | 13 | 14           | 9 | 11 | 11 | 11 | 10 | 10 | 10 | 9 | 9 |

Case Study 2.

|                      |     |    |    |    |    |    |    |    |    |    |     |    |    |    |    |    |    |    |    |    |       |    |      |     |    |    |    |    |    |    |
|----------------------|-----|----|----|----|----|----|----|----|----|----|-----|----|----|----|----|----|----|----|----|----|-------|----|------|-----|----|----|----|----|----|----|
| Presentation Skills  | 5   | 4  | 5  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 5   | 3  | 3  | 3  | 3  | 5  | 4  | 4  | 4  | 4  | 5     | 3  | 3    | 3   | 3  | 4  | 4  | 4  | 3  | 3  |
| Content              | 4   | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4  | 4   | 2  | 3  | 3  | 4  | 5  | 3  | 3  | 4  | 4  | 4     | 4  | 4    | 3.5 | 4  | 4  | 4  | 4  | 4  | 4  |
| Communication Skills | 5   | 5  | 5  | 4  | 4  | 5  | 4  | 4  | 4  | 4  | 5   | 4  | 4  | 5  | 5  | 5  | 5  | 5  | 5  | 5  | 5     | 3  | 3    | 4   | 4  | 3  | 3  | 3  | 3  | 3  |
| Sub Total            | 14  | 13 | 14 | 12 | 12 | 13 | 12 | 13 | 12 | 12 | 14  | 9  | 10 | 12 | 15 | 12 | 14 | 13 | 14 | 13 | 14    | 10 | 10.5 | 11  | 11 | 11 | 10 | 10 | 10 | 10 |
| Total                | 28  | 25 | 29 | 24 | 27 | 24 | 24 | 24 | 24 | 24 | 28  | 18 | 20 | 24 | 29 | 25 | 28 | 25 | 28 | 25 | 28    | 19 | 21.5 | 22  | 21 | 21 | 19 | 19 | 19 | 19 |
| Grand Total          | 157 |    |    |    |    |    |    |    |    |    | 144 |    |    |    |    |    |    |    |    |    | 130.5 |    |      |     |    |    |    |    |    |    |