

NEW DIRECTIONS IN TOURISM ANALYSIS



# Sports Event Management

The Caribbean Experience

Edited by  
Leslie-Ann Jordan, Ben Tyson,  
Carolyn Hayle and David Truly

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## The Caribbean Experience

Edited by

LESLIE-ANN JORDAN

*University of the West Indies, Trinidad and Tobago*

BEN TYSON

*Central Connecticut State University, USA*

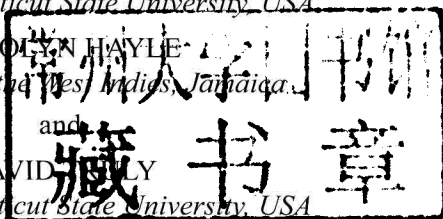
CAROLYN HAYLE

*University of the West Indies, Jamaica*

and

DAVID LY

*Central Connecticut State University, USA*



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Published by

Ashgate Publishing Limited  
Wey Court East  
Union Road  
Farnham  
Surrey, GU9 7PT  
England

Ashgate Publishing Company  
Suite 420  
101 Cherry Street  
Burlington  
VT 05401-4405  
USA

[www.ashgate.com](http://www.ashgate.com)

#### **British Library Cataloguing in Publication Data**

Sports event management : the Caribbean experience. -- (New directions in tourism analysis)

1. Hosting of sporting events--Economic aspects--Caribbean Area. 2. Hosting of sporting events--Social aspects--Caribbean Area. 3. World Cup (Cricket) (8th : (2007 : Caribbean Area) 4. Sports and tourism--Caribbean Area.

I. Series II. Jordan, Leslie-Ann.  
338.4'791729-dc22

#### **Library of Congress Cataloging-in-Publication Data**

Sports event management : the Caribbean experience / by Leslie-Ann Jordan ... [et al.].  
p. cm. -- (New directions in tourism analysis)

Includes bibliographical references and index.

ISBN 978-1-4094-1855-9 (hbk) -- ISBN 978-1-4094-1856-6 (ebk) 1. World Cup (Cricket) (2007 : Caribbean Area) 2. Sports and tourism--Caribbean Area. I. Jordan, Leslie-Ann.

GV923.S66 2010  
796.06'9--dc22

2010028222

ISBN 9781409418559 (hbk)

ISBN 9781409418566 (ebk)



Printed and bound in Great Britain by the  
MPG Books Group, UK

# SPORTS EVENT MANAGEMENT

# New Directions in Tourism Analysis

Series Editor: Dimitri Ioannides, E-TOUR, Mid Sweden University, Sweden

Although tourism is becoming increasingly popular as both a taught subject and an area for empirical investigation, the theoretical underpinnings of many approaches have tended to be eclectic and somewhat underdeveloped. However, recent developments indicate that the field of tourism studies is beginning to develop in a more theoretically informed manner, but this has not yet been matched by current publications.

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# Foreword

This book makes a significant contribution to the understanding of the challenges involved in hosting mega-events like the ICC Cricket World Cup in the West Indies. In 2003, the same World Cup was hosted by South Africa, but matches were played in Zimbabwe and Kenya. There were political ramifications associated with that World Cup which caused some teams to forfeit some matches on the basis of either security or political directives from their home governments. Such problems did not arise in any territory for the 2007 Cricket World Cup. The event marked the entry of the region into the global league of nations that manage and host such events with the legacy items being touted as a major benefit for all—legacy items such as new stadia, high class facilities, introduction of new systems for crowd management, international security management, and the creation of a single regional space for entry to a large portion of the Caribbean.

The book examines many of the economic benefits that may be derived from hosting such events and the challenges of managing anticipated culture clashes between the West Indian way of recreation and entertainment and the demands of the ICC in respect of ambush marketing and security. It appears in hindsight that the West Indian psyche was undervalued in the preparations that were made for the World Cup and that the fear of terrorist insurgents using the World Cup as a forum for their activities weighed quite heavily in the planning.

The fact that India and Pakistan fell out early from the competition meant that a sizeable financial loss was incurred. This had an impact on attendance at games as well as international television interest as Ireland and Bangladesh qualified for the Super Eight stage of the competition at the expense of Pakistan and India. This led to one game at the Kensington Oval in Barbados being played between these two countries as opposed to Pakistan and India. The resultant effect was for the gates to be opened during the course of play to allow spectators to enter the ground for free so that the stands would be filled for the benefit of television viewers.

The issue of hotel room availability was addressed by some regional governments through an incentive programme for accommodating visitors in the homes of residents. The use of tax incentives was unique, but it was an attempt to address possible room shortages, while at the same time allowing the visitors to enjoy local hospitality and a true local experience. Alongside this initiative, were other ones that addressed urban renewal and environmental concerns. The book adequately addresses these issues and provides the reader with a case study approach in respect of Barbados and Jamaica.

The region has learnt many lessons from hosting the 2007 Cricket World Cup. One of the immediate benefits is the fact that the ICC is hosting the Twenty/Twenty

Cricket World Cup in the West Indies during April and May 2010. The facilities and venues to be used are those that were built for the 2007 ICC Cricket World Cup. There is already a virtual template in place for the staging of this event and all of the chapters in this book demonstrate their relevance to the staging of major international sporting events in the region. Indeed, many lessons were learnt in 2007 and mistakes ought not to be repeated.

The book makes a major contribution to the literature on sports management and leisure, in general, and in the Caribbean, in particular. It will be useful for readers in the fields of sports management, hospitality and tourism. Researchers in sustainable tourism and environmental management will find it useful as well. This is buttressed by the fact that it also includes chapters on “Greening of Events” and “Work of the Sports Agronomy Team” which are highly informative. Policy-makers will find this book to be very useful in a general way, but also specifically in the fields of sports, entertainment, hospitality and also in a socio-economic context. There is enough material in the book to satisfy policy-makers for future use and one hopes that regional governments will make this book an essential part of their collection of valuable data and information. The guidance to be obtained is invaluable.

Dr Hamid Ghany  
Dean, Faculty of Social Sciences  
The University of the West Indies  
St. Augustine, Trinidad  
West Indies

# Preface

Mega sports events such as the Olympic games, the football World Cup or the Cricket World Cup have been highly sought after commodities by countries and cities throughout the world. These events are viewed as powerful tools for both stimulating economic development, as well as gaining international recognition (Hall, 1992; Andranovich et al., 2001; Burbank et al., 2002). Over the past two decades, sports, and the hosting of mega sports events, has assumed a greater role in the economies of developing countries as they attempt to regenerate regional, national and local identities within the globalization process (Holder, 2003; John, 2004). While major sporting events still cater to a core fan base, most organizers realize the market for sporting events has broadened considerably and that many visitors are as interested in the destination as the event itself (Hall, 1992; Emery, 2002).

Most events now borrow from the Olympics event model, incorporating entertainment, culture and other activities that highlight the destination's culture and heritage knowing that today's tourists often use a hallmark or special event as a motivation to visit a new destination. The term "Hallmark Event" now commonly refers to "a recurring event that possesses such significance, in terms of tradition, attractiveness, image, or publicity, that the event provides the host venue, community, or destination with a competitive advantage (Getz, 1997: 5).

Traditionally, the emphasis of these major events has focused on revitalizing urban centers through the creation of new facilities (e.g., stadiums), improvements to the infrastructure (e.g., transportation and hotels), and an increase in tourism revenues (Hall, 1992; Emery, 2002). However, governments and organizers now recognize that these events can have significant impacts on areas outside of the urban center. Many researchers agree that sports tourism can produce significant socio-cultural benefits such as promoting and preserving local culture and identity through the involvement of local communities in the development of events, products and activities (Hall, 1992; Getz, 1997; Andranovich et al., 2001; Burbank et al., 2002; Holder, 2003; Waitt, 2003).

## **Purpose of the Book**

This book originally emerged from a fundamental belief by the editors and many Caribbean nationals, that as often as possible, whenever an opportunity presents itself, the "Caribbean story" must be told. This is especially the case with the topic of this book, the region's hosting of the 2007 Cricket World Cup (CWC).



The lessons learnt from this event need to be heard as they can provide important guidance to those hosting similar hallmark events both within and beyond the region. So, when the Caribbean won the bid to host the CWC, we made a commitment to tell some of these stories. We believe that we have put together a successful collection of regional and international perspectives that highlight some of the strengths and weaknesses of the CWC 2007, including different topics addressing economic, socio-cultural, and environmental impacts. The contributors have made a point of highlighting the event's shortcomings, triumphs, key lessons learnt as well as the best practices, so that our readers, whether they are students, academics, practitioners, planners or sports fans, can use this body of knowledge to enhance and improve future events. It is also our hope that this book will inspire other researchers in the region to tell other Caribbean stories that benefit both our people and people in other regions of the world.

The main aim of this book is to explore sports event management from a Caribbean, small island developing state perspective, using the Cricket World Cup 2007 as a launching pad for identifying best practices and the way forward. The hosting of the event has produced significant lessons that the region and the world can learn from concerning sports event management.

### **How the Book is Organized**

This book is divided into four main parts: Introduction; Event Impacts Assessment; Event Logistics and Marketing and; Conclusion. In Part I, Jordan (Chapter 1), provides the relevant context for the information presented in the following sections by presenting a comprehensive overview of the Cricket World Cup 2007. She highlights some of the major challenges of hosting the event, as well as the potential benefits to the region.

Part II comprises Chapters 2–7. In Chapter 2, Sinclair-Maragh, assesses the socio-economic impacts of CWC 2007 on the hosting Caribbean islands and the region as a whole. Two main objectives of this study were to compare the projected and actual impacts of CWC 2007 and also to assess the future implications of hosting this game in the Caribbean. The findings from this study can be used to provide valuable information to policymakers and event planners regarding the costs and benefits of executing future events of this magnitude.

In Chapter 3, Cumberbatch and Bynoe examine some of the environmental challenges of hosting sports events by evaluating the “Bag Your Own Garbage” (BYOG) programme implemented in Barbados. Given the outcome of this programme, the chapter documents some success factors and a number of measures that could be implemented at sports events in order to minimize negative environmental impacts associated with hosting events.

Chapter 4, by Hayle and Jordan, discusses the issue of utilizing hallmark events as a tool to leverage long-term community, national and regional development. The focus of the chapter is on the micro-enterprise sector with

specific reference to community-based tourism enterprises. The authors use primary data collected in 2005 from focus groups conducted in three of the host venues: Barbados, Jamaica and Trinidad and Tobago. The discussion on the impact of sports events on community tourism continues in Chapter 5, as Tyson, Truly, Jordan and Hayle, discuss findings from a follow-up survey conducted in early 2008, to assess what respondents to the 2005 studies perceived did and did not happen regarding recommendations presented in the 2005 report and what factors they thought helped or hindered these actions. This follow-up study addressed ten categories of issues: Research, Legacy Planning, Coordination, Community Tourism/Crafts, Community Tourism/Agro-culinary, Community Tourism/Special events, Community Tourism/Lodging, Standards, Service and Safety, and Environmental Impacts.

Rampersad (Chapter 6) examines issues relating to the socio-cultural impact of hosting sports events. He explores two main factors that might have accounted for the poor local spectatorship during the CWC 2007 in Trinidad and Tobago. First, he discusses what he calls the “McDonalization” of the tournament and secondly, he asserts that the organizers within the region failed to demonstrate a proper comprehension of the historical and contemporary sociology of Caribbean people.

The socio-economic impact of hosting events is the focus of Chapter 7 by McFarlane. Research conducted in Jamaica found that the city’s staging of the event can be viewed as shattered hopes—at least in the eyes of residents. The chapter explores a key question: What has the Cricket World Cup done for the city’s poorest individuals and communities?

Part III comprises Chapters 8–11. Chapter 8, by Lopez and Chinnery, examines the work of the Sports Agronomy Team (SAT) which was set up to provide consultancy services to the CWC executive on matters relating to pitch and field. The authors critically analyze the programme that was set up to help ensure that cricket grounds selected for play and practice were of the required standards expected for competition at the highest level of the game. The chapter also outlines some of the successes and shortcomings and makes suggestions on possible improvements to be considered in future strategic planning.

Jönsson (Chapter 9) addresses one of the major challenges of hosting sports events: accommodation. The chapter investigates residents’ attitudes of the Home Accommodation Programme developed by the government of Barbados to address the accommodation shortage. The study seeks to explore whether differences in attitudes towards the programme exist with respect to various demographic factors such as age, gender, educational level and income. Furthermore, it also seeks to investigate whether frequency of contact with tourists, awareness of the programme, area of employment and perceived obstacles facing the Home Accommodation Programme are related to attitudes towards this initiative. Finally, the chapter identifies factors that are associated with these attitudes, and assesses these outcomes in the context of social exchange and contact theory.

In Chapter 10, White examines the images, signs and symbols surrounding the CWC 2007. the chapter discusses how some of the key organizations involved

in staging the mega-event such as the International Cricket Council (ICC), the West Indies Cricket Board (WICB), the Caribbean Community (CARICOM), national governments and their tourist boards, Local Organizing Committees, and the ICC CWC WI 2007 Inc. organized the event and arranged the associated rights to sponsorship, licensing, display of corporate logos, mascots, trademarks and other event branding issues. The national symbolism associated with the 16 teams participating in this key event will be examined.

Turco, Ally and Cox, in Chapter 11, present the findings for research conducted in Guyana, with the aim of developing a profile of international sport tourists to the 2007 Cricket World Cup, in particular, the watching friends and relatives (WFR) market. Little is known about the characteristics of sport event tourists in the West Indies, as this region has not hosted an international event on the scale of the Cricket World Cup and so this research presents some important implications for future planning and development.

In the final part of the book, Part IV, the book closes with a concluding chapter (Chapter 12) by Hayle, Truly, Tyson and Jordan which draws attention to many of the incorrect assumptions that plagued the planning, coordination, organization and management of this event. The authors use examples from this book to illustrate issues at both the macro and micro level that affected the outcome of this regional effort. Most importantly, the chapter underscores the need for long term planning in order to avoid some of the problems experienced from the 2007 World Cup event.

The geographic, socio-cultural and economic diversity of this region make this a unique and important case study. Hallmark events such as this are difficult even under the best of circumstances, but the number of stakeholders and integration issues associated with this regional event offer both researchers and practitioners alike unique insights into the complexities of Hallmark event development and management. This book highlights the need for a more holistic approach to long term planning of similar events.

# Acknowledgements

We want to extend our sincere appreciation to all the contributors for their willingness to bear with us on the long journey to getting this book published.

We are especially grateful to the Ashgate Publishing Group for taking on this project. We are also grateful to our families, friends and colleagues for their love, support, tolerance and encouragement.

In the true spirit of Caribbean love and unity, all the royalties of this book will be dedicated to the Haiti earthquake relief fund in an attempt to help relieve the pain and suffering of our fellow brothers and sisters.

Leslie-Ann Jordan\*

*Trinidad and Tobago, West Indies*

Carolyn Hayle

*Jamaica, West Indies*

David Truly

*Connecticut, USA*

Ben Tyson

*Connecticut, USA*

\* On a personal note, I (Leslie-Ann Jordan) wish to thank God for his wisdom and enabling power that brought this book project to completion.

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