

ALDO PAPONE CASE STUDY 2001

“SPORTS TOURISM”

JAMAICA

Presented By

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The **Journal of Sports Tourism** defines sports tourism as "the use of sports for touristic endeavours". Expanded , this comprises:

- Sports events
- Sports resorts
- Sports cruises
- Sports attractions
- Sports adventures
- Sports tours

Sports tourists are those individuals, whose travel, (outside their home region), is primarily "motivated by sport". This motivation is to visit sports sites, to attend/participate in sports events, to observe sporting activities, to learn more about sports, or improve skills, to experience the ambience of a major sporting activity, to meet with sports personalities, etc.

There has been a significant philosophical and entrepreneurial movement in the late twentieth century which envisions the combining of industries concerned with Sport Tourism. The combination of these industries has been spawned from the developmental motivation and social togetherness whether nationally or internationally evidenced through past sporting events. The popularity of events such as the Olympics and The World Cup has proven to be the medium through which these industries have come to the realization that sports tourism is a prosperous industry. As technological advancements are vibrant among our worldwide society, sport tourists are now immune to past inhibitions such as language, location and beliefs. This advancement has brought about innovations which have proven overly beneficial to organization, maintenance, travel, communication whether verbal or visual, in accordance with the event.

With the leisure market being one of the largest and fastest growing economic sectors in Jamaica, there is increasing recognition that sports tourism is a good clean growth opportunity. For many years Jamaica has developed many sports events, tours, attractions and resorts and has promoted these as a part of her renowned tourism product. Notable are her golf resorts (e.g. Tryall, Half Moon, Breezes Runaway Bay and Wyndham Rose Hall), sport fishing attractions (e.g. Jacana Aqua Tours as well as yacht clubs in major resorts), equestrian attractions (e.g. Chukka Cove, Chukka Blue, Half Moon Equestrian Centre), hiking and biking tours into the world famous Blue Mountain, and sporting events (e.g. Port Antonio Marlin Tournament).

Our participation in the 1998 World Cup has also expanded the horizons on which sports tourism can be implemented within the island. The exposure gained from this event has been overwhelming and as evidenced through past events it is nonsensical that such exposure not be used to our advantage.

Upon identifying the previous opportunities stated it is our intention as the investigator to use this study as a means of identifying the possibilities and benefits of hosting a sporting event.

This study is an investigation into the possibility of hosting an international sporting event with a view to developing and expanding the sport tourism product of Jamaica.

Hosting an international event can provide a multiplicity of benefits for the host country. Namely, anticipatory investments in infrastructure and the improvement of public services, opportunities, a marketing platform for the host country and significant media exposure. These benefits though , are met by many factors which can make or break the success of such an event. These considerations are essential to the complete organization of the event.

Firstly, in organising a sporting event, the infrastructural status of Jamaica must be considered. The facilities necessary for the event at hand should be given particular focus.

The actual sporting aspect of the event must therefore require various stadia in varying locations. The stadia carry along with them a vast number of considerations which include careful preparation: capacity, security, parking

availability, ease of traffic flow, ease of crowd flow in and out of the stadium, proper seating arrangements, availability of food and proper maintenance of facilities.

Transportation is a key infrastructural constituent as new and or improved roads would be necessary to accommodate the undoubtedly increased traffic flow to such an event. The bulk of the transportation tasks lies within this traffic flow, such as public transportation, an efficient ground travel system along with available chartering opportunities. The matter of there being numerous flights whose destination lies within the country is a major consideration as adequate airstrips and airports would be essential. Large numbers of patrons equal large numbers of persons to accommodate. The issue of adequate accommodation must be given serious attention from the early planning stages. Related considerations should include eateries, shopping centres and entertainment for patrons.

The entire population of the country will undoubtedly be enveloped into the preparation of such an event and their involvement in this preparation is very crucial. Their involvement includes promoting the social aspect which needs nothing more than "being formed of parts that constitute a whole".....UNITY. These parts are the individual considerations that need to be implemented and the whole is the event . The public though needs a guiding force, a body which oversees and organizes the event ensuring the smooth operation of developmental plans and acquiring of funding. Therefore a planning commission or committee is essential and should be one of the initial preparations. Through the work involved in being a part of such a committee , the cost of preparation is vital to any plans that are to be made. Financing , including a proper budget should be at the forefront of such plans along with an investigation into the sport which would be best suited for such an event in Jamaica.

Although economic success is beneficial to the event, the benefits which arise from such an event should not be totally associated with economics. International sporting events of the past (during the 70's and 80's) were more of a financial burden as G.M.P. Swann stated in his case study on the "When do Major Sporting Events leave a lasting economy." Although these events such as the Munich and Montreal Olympics and the Edinburgh Commonwealth games suffered great financial losses, they benefited from the legacy which the games left. An interesting example of such a legacy is very fitting, which stems from the Great Exhibition of 1851 held in South Kensington. That area now called Exhibition Road possesses world famous museums and to date world fairs and similar events are held so as to encourage economic growth. All these are by-products of that Great Exhibition and the legacy still lives on 150 years later!

This legacy is a direct benefit from the event and is long lasting .Therefore , if one is to measure economic impact, it has to be in conjunction with the fact that the legacy , and event will encourage such economic success. The Jamaican aspect of this pertains to the legacy of our beautiful country being seen as a viable sporting destination , from which such benefits will stem .

Chapter 2

Almost at the centre of the Caribbean Sea , lies Jamaica , 150 kilometres (90 Miles) south of Cuba and 160 kilometres (100 miles) west of Haiti, the two nearest countries. The latitude of Kingston , the Jamaican capital, are about 18 o N and 78 o W.

Jamaica is the largest of the West Indian islands. It has an area of 11,424 square kilometres (4,411 square miles) , more than twice the area of Trinidad, which is next in size, and measures 234 kilometres (146 miles) from east to west and it's greatest width is 80 kilometres (51 miles), from St. Ann's Bay to Portland point. Agricultural land occupies forty five percent of our 11,000 square kilometre area .Jamaica also possesses approximately 2.5 million inhabitants and is growing at about one percent per year. Fifty five percent of this population in itself, as a result of its immense diversity of subcultures based on their urban or rural backgrounds, have been able to create stunning performances in both respects, particularly our world renowned "Reggae Boyz"!

An excerpt from The Gleaner: Geography & History of Jamaica states :

"On a Map, the islands of the Caribbean look like stepping stones stretching in an arc from the western end of Venezuela in South America to the peninsula of Florida in North America.

The Caribbean islands are divided into two groups: The Greater Antilles and the Lesser Antilles. Forming the northern part of the arc are four large islands, Cuba, Hispaniola (made up of Haiti and the Dominican Republic), Jamaica and Puerto Rico. These islands comprise "The Greater Antilles." The above named source also stated that "the islands in the Caribbean which have English as their official language and are members of the Commonwealth are usually known as The West Indies."

Reggae Boyz on a football field as the National Anthem is sung

A letter to the Editor of The Daily Gleaner (one of our island's newspapers) dated February 24, 2000 reads: "I have been following our national team for almost my entire life and have seen the level of football grow tremendously. I remember going to the National Stadium (known as The Office) in the 1980s and watching some dismal performances from the Jamaican National Team, wondering when or whether we would ever get to a top notch level. In those days, you could hardly get anyone to come out and support the national Team. The people who came out in those days I consider to be the true followers of Jamaican Football and not "hurry-come-ups like the Reggae Boyz followers. Only they truly understood and appreciate the transformation in which the level of Jamaican Football has risen to.

If you are a true follower of Jamaican Football, it doesn't matter if the Reggae Boyz win or lose. As I stood in the Parc de Prince Stadium watching the reggae Boyz representing my country in a World Cup match against a world powerhouse like Argentina, it never mattered that we were being pounded. All I could think about is, we're finally on the world stage. That was my pride and joy.

When I saw the Reggae Boyz take the field at the Orange Bowl in Miami to play against Columbia, all I could think is Jamaica, up against another formidable opponent. Jamaica, still on the world stage. The performance of the Reggae Boyz that night was a far cry from The National Team that I used to watch in the 1980's. What I witnessed was an experienced team with much more class, discipline and a lot more professionalism displayed than teams of the past."

The development of football and sports on a whole in Jamaica has been somewhat hindered by a lack of facilities. However, measures have been and are being instituted to remedy this. On Friday June 9, 2000, The minister's stadium ultimatum printed in The Daily Gleaner states:

"The National Stadium Complex at Independence Park will have to become a viable concern, says Minister of tourism and sport, Portia Simpson Miller. "Its operations are expected to be run as a business, with the aim of removing the facility from budget in the next five years. Costs will have to be covered by revenue. Profitability will be a major objective, along with the provision of well-maintained facilities for the development of sporting activities," Minister Miller stated.

She also said users of the facilities would be bound by Terms of engagement and would be contractually bound to adhere to set requirements by The Institute of Sport.

The 1997-99 Annual Report of the Sports Development Foundation (SDF) which was tabled in Parliament by The Minister, revealed that since the decision in 1995 to channel 10 percent of gross proceeds from The Jamaica Lottery Company's Lotto game into the Sports Development Foundation, more than \$628 million has been turned over to the foundation.

The SDF has made \$718.5 million available to fund sports programmes over the past four years. According to the annual report, the amount includes \$628.3 million from the Lottery Company and \$90 million from interest and earnings and funds management. Of this, \$568.3 million has been allocated to SDF sports projects,

while \$60.8 million was spent on administration.

Minister Miller stated that the SDF has spent \$65 million developing infrastructure; providing 134 multi-purpose hard courts in communities across the island; fenced 763 sporting venues; upgrading 19 club houses and pavilions; installed light and spectator seating at 14 venues; and invested \$88 million in over 40 sporting associations.

The National Stadium (The Office)

The National Stadium Complex, Independence Park, has benefited from the state-of-the-art, portable wooden floor used for basketball, netball, volleyball, and badminton and \$21 million has been invested in the resurfacing of the outdoor netball and basketball courts with Durathon, a rubberised finish approved by international federations. At Sabina Park \$1.75 million has been spent on the restoration of the wicket. Jarret Park has been upgraded at a cost of \$6 million, including an upgraded playfield and new cricket pitch. The SDF spent more than \$14 million on upgrading and refurbishing the GC Foster College of Physical Education and Sports. Major assistance has been approved in the current financial year for the consolidation of the national football programme, to include the Under-17 and Under-23 squads.

These are the measures which Jamaica has undertaken to improve the facilities and would most certainly expand their efforts to include all the aspects necessary to accommodate the event. These other aspects lie further in our research.

Chapter 3

The case study investigation was carried out mainly through internet research , conferring with newspaper articles and through discussions .Through these media , we gleaned information on past events , economic statistics, preparations, and major considerations associated with hosting such an event .We also perused case studies which were conducted with respect to either Sports Tourism or the hosting of a major sporting event .They proved very beneficial in our investigational findings. Comments on events from the general public was indeed of great assistance so as to identify what factors could be improved in future events .

Before considering the direct considerations which should be taken to host an international sporting event within Jamaica , other past scenarios were reviewed which aided us in better understanding the reasons and need for such considerations.

At the forefront of any country's task to host an international event is the bidding process. Launching a bid for a specific games sets off an enormous workload which , without proper organization , can ruin the reputation of a country and its chances to host such an event.

The Sydney Olympics held in the Summer was not the cause of 4 years or even 6 years of preparation. Their bid for the 2000 Olympics was launched in 1991 which led into a vast amount of preparations. Before any considerations were taken ,the planners prioritised the care of the athletes. They ensured that facilities which the athletes used were in excellent condition. The Sydney populace used their natural beauty and enthusiasm for sport to their advantage as it assisted in positive comments about the setting which aided their bid for the games.

Two of the resources that were of most help with their bid was the fact that travel between venues was minimal due to the compactness of the city and also their continual development within sports such as the vast construction of sports facilities. It was quite beneficial to them that most of their infrastructural developments were in accordance with the time span and so at the time of the bid decision , they possessed a vast number of facilities with the ability to host the event.

The interesting fact about the country of Jamaica is that it is in accordance with two of these points mentioned. We are an overwhelming country with respect to beauty, the setting is one that is not easily rivalled. The urban setting though is plagued by insufficient roads and transportation. The point though is that although we are not fully capable setting-wise, we possess some attributes which can be raised upon the pedestal and with proper developmental plans this can be implemented.

Jamaica has also made rapid progress within sporting facilities in the island where constant development is evident. It is obvious though that facilities which are to be used need to be in excellent condition and should be maintained.

These facilities include not only those that are directly involved in the event but also those which lay behind the scenes for accommodation. In approaching the accommodational aspect of the event, the type of event and the number of people such an event attracts are of utmost importance, after which infrastructural measures are taken.

The extent to which such an event will suit Jamaica best comes to the forefront of such a decision. Jamaicans across the world are brought together every month or so by 18 of the most elite citizens with respect to football. The admirations and aspirations possessed by our society towards football runs deep in our minds. As a country, not community, not political party, neither class, as a COUNTRY we are UNITED.

Frenzied Supporters

Yesterday's squabbles are forgotten and tomorrow's troubles aren't worth worrying about as the pride and joy of our beautiful land is being displayed for the world to see. Football is undoubtedly the sport best suited for Jamaica as our interests and achievements are immeasurable. The "Reggae Boyz" as the Jamaican National Team are affectionately called have made significant progress in relation to past times.

From Amateurs To Professionals

In 1995, we were awarded "Best Mover Of The Year" by FIFA as we moved nearly sixty places up the rankings. The Players' well-being has been at the forefront and so a living quarters was established for them in 1996. In the 1996-1998 period Jamaica acquired English based players who assisted tremendously in our further success. The team then made their mark on the international stage as they qualified to the World Cup of 1998.

As the word "football" or "soccer" comes to mind, the World Cup is the event that is swiftly recalled. As a country with enormous interest in football with this same magnitude of interest lying in hosting an international event, we would be settling for mediocrity if we strived for anything less. The World Cup has all the features of the event which we have been investigating into and so is the event our hopes are set on.

The requirements of such an event are inevitably numerous. The task of identifying these is greatly eased by knowledge of past World Cups. The most recent World Cup in France used 10 stadiums whose seating capacities ranged from 35,200 – 80,000. The upcoming World Cup to be held in Japan/Korea also has 10 stadiums in place to facilitate the event. Other developments with respect to infrastructure were roads, a proper transportation system, accommodation upkeep and enhancement along with outside business ventures such as gift shops.

Ticket sales for the upcoming World Cup commenced 470 days before the tournament kicks off and increased need for public awareness has been identified so as to encourage the social aspect of the games. Direct funding from the event will be acquired from Net Ticket Sales, Media Licenses and Films, Interest on Deposits, Accommodation Charges, Food Purchases from specific restaurants and Private or Public Investments. Obviously though, there will also arise expenditures during the planning of an event. Using the Sydney Olympics as an example such expenditures would include Salaries, Office Expenses, Fees, Insurance, Interest, Travelling Expenses, Hospitality and Accommodation, Printing and Publicity, Filming, Competitions and Demonstrations, Rent, Venue Cleaning, Grants to Sporting Bodies, Transport and Freight, Housing, Catering and Canteen costs.

The commercial side to the games is very important and should be treated as such. With this being so, factors involved in this aspect are to be heavily considered. G.M.P. Swann puts it best in his case study entitled "Sporting Events Leaving A Lasting Economy." In this study he examined the type of benefits which are possible from an economic standpoint towards the event. He opined that the economics involved compel one to wonder if the benefits are long term or will be limited to the duration of the event and moreover can it leave a legacy economic-wise. This legacy which a country like Jamaica would like to achieve is not only pertaining to economics but to Tourism, where our hopeful legacy would be, recognition as a viable sporting destination.

If industries involved in the funding of an event were previously strong then this would increase the surface area for a legacy being left. Short term benefits are easily identified and it is through these that long term benefits or a "legacy" would be established. Upon the announcement or confirmation of an event possessing the magnitude of the World Cup, many anticipatory investments would be triggered. During this "anticipation" other events would be implemented so as to offset costs which would encourage more investments along with demand during the actual event. The benefits which arise from the latter could assist in long term benefits being arisen which would mainly depend on the infrastructure and efficiency of the industries involved.

The 1996 Atlanta Olympics provided a vast amount of benefits to the city. Although these were concentrated in the immediate environs of the sporting venues we must bear in mind that the World Cup will require more than one stadium, 10 in fact, therefore surface area for benefits is expanded. These include the finished product from the construction stimulus pending the start of the games and money spent during the games. An enormous amount of investments were directed towards development of sports facilities, but the largest and most beneficial of all the benefits is the fact that the event promoted excellent marketing opportunities for the city which was quite successful in boosting tourism and attracting new business.

With the sale of tickets for the 2002 World Cup starting 470 days before the tournament kicks off, the whole country is seized with the World Cup fever.

“The construction of our stadia is important; but no less important is the public's awareness,” said Park Young-Dae, director of the planning department of the National Council of Better Korea Movement (BKM).

Formed in 1997, after the decision that the World Cup would be co-hosted by Korea and Japan in 2002, the BKM has made efforts to promote Korean culture and better social morality so that Korea can successfully host the World Cup and be a more culturally advanced nation.

On the public order campaign, he said “encouraging people to stand on the right-hand side when taking escalators is part of our campaign. Even if nine out of 10 people keep the rule, if the 10th doesn't, it causes problems for everyone else. Where people are living together, the least courtesy people can show others is to observe social etiquette. To meet this goal, over 20,000 middle and high school students are helping us raise public awareness during their Summer and Winter vacations.”

“We are raising people's awareness of cleanliness and operating beautiful public restrooms through volunteers at bus terminals, stadiums and other public facilities. A total of 122 volunteer groups consisting of over 4,000 people around the country have joined the campaign.”

The world's attention will be focused on the 2002 World Cup, which is the first to be held in Asia and will be co-hosted by Korea and Japan. He said the soccer festival was extremely important for Koreans.

“We must make Korea's cultural and moral standards known throughout the world and show the image of Korea's noble and outstanding citizens. This will be the surest way to advance to the 21st century with the world's other advanced countries. I believe the 2002 World Cup will be the turning-point for Korea's advance in hope to the 21st century.”

Social Development of a country is without doubt a major concern when planning such an event as proven through the above mentioned examples. This consideration is important to a great extent as the people arriving in the country are in part encouraged to stay not only because of the excitement involved in the event but also the state of their surroundings. This state involves resident friendliness and hospitality, cleanliness of surroundings and customer service within the event's proceedings.

Using the 2000 Sydney Olympics, an estimate of certain costs which are involved in planning an event of such magnitude were acquired, namely :

Operating Costs (pounds)

Salaries and Wages 290,000

Office Expenses 77,000

Fees, Insurance, Interest 15,000

Travelling Expenses 55,000

Hospitality and Accommodation 26,000

Printing and Publicity 109,000

Commissions – Box Office 7,000

Filming 55,000

Competitions and Demonstrations 76,000

Rent Of Stadia 9,000
Cleaning Of Venues and Miscellaneous 27,000
Equipment – Technical, Film, and Office 90,000
Grants to Sporting Bodies 88,000
Transport, Cartage and Freight 87,000
Village – Housing, Catering and Canteen Costs 840,000

Construction Costs (pounds)

Olympic Park 1,255,000
Cinder Tracks, Facilities for Competitors, etc. 251,000
New Stand 100,000
Other Venues 115,000
Training Tracks 66,000
Temporary Structures: Kitchens, Landscaping 574,000
Miscellaneous 39,000
TOTAL - 4,460,000

The cost mentioned above are very high but with proper management, profits are endless. With application of the "long term, short term" strategies mentioned in this chapter, the attainment of satisfying profits are quite possible. The major concern though is attaining the funds necessary for undertaking an international sporting event which can be achieved through local and international agencies.

The attainment of funds is not made possible though by the mere idea of the event. It involves proving the ability to host the event and moreover managing the funds excellently. With this in mind , Jamaica would have a great deal of work to do and this will be expounded in the following chapter.

One very important issue is the environmental aspect of the event. In recent times , environmental concerns have escalated rapidly and through this, events of this magnitude are now under the expectations of following certain environmental guidelines. These involve things such as car emissions, waste control, chemicals used and sanitary conditions. This definitely aids in establishing a legacy, though in conjunction with environmental awareness, can be beneficial to the Tourism sector in our further promotion of being environmentally aware. This therefore is of major concern to Jamaica in planning such an event.

Chapter 4

In the hosting of any international sporting event, a planning committee plays a pivotal role in getting plans into motion. A planning committee would be necessary years before the actual proposed date of the event. The planning committee is responsible for every minute activity of the event and is therefore considered the brain of the operation. It is the responsibility of such a committee to organise everything to ensure the smooth running of the event. These would include transportation, routes to stadia, construction of the stadia (including facilities available inside the stadiums such as restrooms, refreshment stalls and so forth, proximity to major cities and the comfort of the stadium), accommodation, making the public aware of what is expected of them as citizens to assist in the smooth operation of the event (public awareness) and so on. Jamaica being filled with so many bright young minds could easily constitute such a committee.

Upon the inception of the planning committee, the planning stage begins. This is an integral portion of the whole preparation process and usually requires months or years of thought. New roads would have to be constructed to accommodate the undoubtedly increased traffic flow. In Jamaica there is a current project in place to construct a highway running from the western to the eastern extremes of the island, Highway 2000. Also, a bypass was just completed cutting the time taken to get from May Pen to Kingston by about 15-20 minutes. Another route joining Montego Bay and Negril is also under construction.

Considerations for accommodation of fans and athletes that would be participating in the event would have to follow. At present , we have approximately 22,500 rooms at our disposal. However, in the whole preparation

process many new hotels and inns can be constructed, boarding schools amongst other institutions will also have to come into play to accommodate the millions expected to attend these matches.

Consequently, transporting the masses to and from matches would also be a major concern. Naturally some spectators would have their own mode of transport; those without would have the choice from the various registered tour companies with fleets of vehicles alongside other forms of public transportation which can easily provide efficient movement of the crowds.

Perhaps the greatest and most time consuming task of all would be that of constructing the number of stadiums required. Stadiums would be needed in convenient locations near to major cities, towns and roads. The last World Cup required 10 stadiums to accommodate all the matches and spectators. Hence an expected number of 10-12 stadiums would be required for the proposed event. The smallest accommodating at least 80,000 spectators. The stadium for the finals would therefore need a capacity of at least 120,000. The matter of comfort in each stadium, bathroom facilities, refreshments, souvenir shops and other miscellaneous stalls would need to be taken into consideration. All these things must be taken into consideration in the planning phase before the actual construction phase begins.

Funding for the whole operation is naturally a genuine concern. Such vast and immense constructions would cost millions of dollars in any currency. This is comparable with the expenses of the Olympics (Chapter 3) and is obviously a large amount of money. Therefore apart from the financial reserves of the country, international funding would be required to completely fund the operation, from organisations such as the International Monetary Fund (I.M.F.) and the Federation de Internationale Football Association (FIFA).

Upon gathering the funds the actual institution of all the planning would now be put into place. During this time the public should be made aware of what is expected of them as citizens to make the event the best it can be. This awareness of the public is actually one of the most important segments of the flawless operation of the event, though it may seem trivial. The public would be required to develop proper mannerisms, particularly towards visitors, and display the expected good conduct during matches. By exemplifying this behaviour others are sure to follow, preventing violent outbreaks and spectators rushing the fields. Though Jamaica is perceived to be somewhat of a violent country, it really is not so. Besides, Football is one of the things that always brings peace and togetherness in Jamaica regardless of the state of the country, thus hosting this event would bring great joy to the country and the citizens would make every effort to ensure all matches are incident free.

Jamaica would be more than elated to win the bid to host the World Cup and would undoubtedly be committed to the task of making that World Cup the best to date. The Ministry of Sport and Tourism along with other associated corporations would collaborate their best effort to ensure that the planning and execution of their plans would run smoothly and effectively.

Chapter 5

Based on our investigation we have come to the following conclusions. In the whole bidding process many problems may arise concerning choosing Jamaica as a host for the World Cup.

Firstly, as a Third World country, Jamaica would be considered not financially stable enough to support the expenses of the World Cup. Also, the perception of Jamaica being a violent country would seriously put a damper on our chances of winning the bid, because of our death rate and history of tourism harassment. Though some may know the actuality of the situation in Jamaica, the perception of the public is all that really matters.

The island's size would also be a bone of contention as many feel that Jamaica would be much too small to accommodate all the stadiums and construction of the necessary facilities and new buildings to house the spectators and players, though this is not true. Also, the lack of current infrastructure would indeed be another problem which may seem insurmountable at a glance or a problem that would require too much time to remedy.

Also, there would naturally be another First World country with more impressive credentials than Jamaica, making our chances that much slimmer.

This whole investigation is of course applicable to other countries. However, the country in question would have to be evaluated as it would naturally have a different economic structure than Jamaica, a greater or smaller area of land, topography and culture. All these things are important factors towards a country winning the bid to host the World Cup. The status of Jamaica can therefore be considered as variables, which may be changed to those of another country and evaluated as such. The economic structure, current infrastructure, condition of roads, accommodation capabilities amongst all the other factors mentioned above would therefore be analysed for the particular country in question.

However, many other countries, mostly Third World, would have a similar situation to that of Jamaica. Usually having a similar economic structure to that of Jamaica and the overall appearance of the country and infrastructural status would be similar. Compared with other countries further up the developmental ladder though, Jamaica among other Third World countries would undoubtedly have a much more difficult task of winning the bid to host the World Cup.

If Jamaica were to be considered unfit to host the Cup, what options would remain? Other countries in the Caribbean region would be able to combine their efforts in trying to host the World Cup in the Caribbean and not in any particular Caribbean country. This would forge an alliance with all the countries in the region to pool their resources and to add a variety of culture and scenery to the event. Also, the bounty of the profits from the event would then be shared amongst all participants, thus benefiting the whole region.

Shown in our Case Study are all the possible avenues Jamaica can take in order to host the event which is not out of our grasp, our strengths our shortcomings. Though Jamaica is a long way from bidding for such a prestigious event. Like Korea, we need to put plans into motion now with the hope that we can begin the process. In the event that Jamaica is unable to host the event single-handedly, it should initiate the motion to staging a major event in The Caribbean.

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