

Date of Event: January 10th - 15th January 18th to 23rd

Location of the Event: Antigua, SVRCG Barbados, KO

Tickets Sold: 19 792 17 946

Complimentary Tickets: 12 101¹ 10 654²

Number of Attendees: 31 893³ 28 603⁴

Projected Revenue: \$73 600.00 \$100 000.00

Actual Revenue: \$42 319.00 \$101 030.00

Executive Summary

The Caribbean Twenty20 (CT20) 2011 came only six months after the inaugural version of the Event in July 2010. The planning for CT20 2011 took into account the need to show the Event's commercial and popular appeal. A deliberate effort was made to set targets, that once achieved would show significant growth.

¹ Of the complimentary tickets issued in Antigua 709 tickets were used for WICB Promotional Programme.

² Of the complimentary tickets issued in Barbados 384 tickets were used for WICB Promotional Programme.

³ This number represents the total number of tickets issued over the six days of matches in Antigua.

⁴ This number represents the total number of tickets issued over the six days of matches in Barbados.



In that regard, CT20 met and far exceeded the expectations. Anecdotal reports from fans both in the ground and watching via television indicate that CT20 2011 was a resounding success. While official figures still remain outstanding regarding the total viewership of the tournament, the number of fans who attended the matches met and exceeded the twenty thousand target which was set.

While the overall picture looks promising, a closer evaluation of the Event reveals key areas of improvement which can be made. This report seeks to draw attention to those areas while making recommendations for going forward.

Priority Issue #1: Sponsorship

Matters:

- CT20 was still unable to attract a title sponsor.
- The sale of local sponsorship and advertising packages was relatively successful.
- A significant VIK contribution was derived from the partnerships with the Tourism Authorities in both venues. An estimated \$250 000.00 USD worth of advertising and promotion was spent on CT20 by the BTA and ABTA.

Recommendations

- WICB should work with ESPN to sell sponsorship for the broadcast CT20 Event.
- The initiative of working with local markets should be continued.
- The relationship with the Tourism Authorities should be expanded to all venues.

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Priority Issue # 2: Marketing and Promotion

Matters:

- A concerted effort was made to increase the amount of marketing and promotions done for the Caribbean Twenty20 2011.
- There continued to be a general sense of dissatisfaction with the level of promotions and marketing done for the event.

Recommendations:

- A greater emphasis needs to be placed on 'Below the Line' activities which can be cheaper to put on and reach more people.
- The currency intrinsic in tickets can be leveraged more aggressively as a promotional and marketing tool.

Priority Issue # 3: Security

<u>Matters</u>

- There is a grossly exaggerated perception of the numbers of security personnel needed per venue which drives up the cost of providing security for WICB Events.
- Clear standards corresponding with numbers of security required per venue has yet to be established resulting in wide variances between venues.
- Even with what is assumed to be too high a number of security personnel assigned to a venue, there continue to be serious breaches in security. Examples include:



- 1. Officers assigned to gates collecting monies to allow patrons into the ground without a WICB issued ticket or accreditation both in Antigua. Patrons being allowed to enter the venue without either a ticket or an accreditation pass in Barbados.
- 2. Security posts being abandoned allowing for the free flow of patrons into restricted areas.
- 3. Pitch invasion in Antigua despite having discussed the need for the moat to prevent same. Moat was incorrectly installed.

Recommendations

- Engagement of a WICB Security Manager responsible for the management of all security related operations.
- A system of spot checks during events to assess the performance of the security detail.
- Building a performance incentive into the contract for payment for services.

Priority Issue # 4: Television & Radio Broadcast

Matters:

- ESPN 2 and Channel 2 secured the television and radio broadcast rights for CT20 2011.
- WICB was responsible for the production of the CT20.
- The general consensus was that the TV production did not do enough to capture the true essence of the Caribbean Twenty20 Brand.

Recommendations:

• Greater guidance needs to be provided to the Television Production Manager about what needs to be featured as part of the branding of the CT20 2011 Event.



Detailed Reports

Below are the venue specific reports for Antigua and Barbados. Each venue was rated by members of the WICB Event Team. The ratings presented for each area of responsibility represents an average of the ratings received together with all the comments submitted for the assessment.

Also included are reports on WICB's areas of responsibility in each venue.

Rating Scale

5	Excellent	- Does not need any work. Should continue as present.
4	Very Good	- Needs some improvement but currently acceptable.
3	Mediocre	- Needs significant work to be acceptable. Host board to address issues highlighted
2	Unsatisfactory	- Needs immediate remedial attention - Not acceptable and cannot continue - Discussion with WICB Event
		Manager to arrive at immediate solution for that area.
1	Poor	- Cannot continue - Discussion with WICB Event Manager to arrive at immediate solution for that area.

Barbados, Kensington Oval

Overall Rating - 4.02

AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION		
VENUE OPERATIONS - Ven	VENUE OPERATIONS - Venue Event Manager				
(Overall Rating = 4.3)					
Provision of Clean Venue	4.3				
Directional and Information	4				
Signage					
Standard of Stadium Public	4.3				



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AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
Facilities			
Public Washroom Facilities	4.3		
Volunteers, Ushers	5		
CRICKET OPERATIONS - C (Overall Rating - 4.5)	ricket Ope	erations Officer	
Catering for Teams and Match Officials – quality, quantity and variety	5	Organized	
Operation of PA Announcer	4.5	 Good at the job 	
Scoreboards - Electronic	4	Commendable	
Scoreboard - Manual	4	Good at the job	
Tri Vision Operation	4	Good at the job	
D/L Manager	5	Well - organized	
Team Liaisons	4		
Match Official Liaisons	5		
Team Room Facilities	5		
Team Baggage Master			
MEDIA OPERATIONS - Med (Overall Rating - 3.9)	dia Manag	er	
Standard of commentary booths	4		
Standard of the Press Conference Room	5	 For first two days visibility of the ground was poor owing to un-cleaned windows 	
Standard of Press Area	2	 Capacity inadequate No shade in front allow for harsh sunlight to make working in the first two rows impossible 	There is an urgent need to redesign the layout of the press area
Media Center Security	2	 Security was sometimes not at their post (watched cricket instead) allowing for unaccredited persons to enter media centre 	
Media Catering	4		A chit system needs to be introduced for



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
			issuing meals
Media Center Management	4		A dedicated media manager needs to be appointed
Accreditation	4		
Media Scorer	5	Exceptional as usual	
Media Liaison	5		
Media Center Volunteers	4	They were exceptional	
TV Monitors	4	•	
Media Center Cleaning	4		
Internet	4	Most reliable	
Washroom facilities	4		
TICKETING OPERATIONS (Overall Rating - 3.6) PBO Operation	- Ticketing	Once the area was set up with proper IT it	Set up of internet needs to be done
		worked properly Ticket agents worked well in general	 earlier. STA still moves slowly and needs to get hands on training in bulk sales. If we advertise the opening hours more we may need to look at addressing public sales prior to gates opening on match days
VBO Operation	3		
WICB Ticket Office	na		
Gate Issues – Ticketing	4	No issues reported	
Seating Issues - Ticketing	4	No issues reported for unreserved seating	
Internet – Ticketing	4	Again initially this was a disaster. It started as a 1 and ended at a 4	 Internet specifications, testing and router needs to be installed and tested at least two weeks before the start of ticket sales.



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AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION		
			The internet at BCA continues to drop several times. It would be useful to sort this out and get a backup plan for the ticket office operation		
VENUE SECURITY - Venue I (Overall Rating - 3.8)	Event Mar	nager			
Venue Safety	5	The numbers in attendance did not pose any issues			
Medical / Ambulance	5				
Fire Trucks	5				
Crowd Management (Ingress and Egress)	2	 This area was relatively good for ticketing. However more police was required on match day 10 (Jan 21st) There were a number of recorded incidents of people being allowed into the venue without tickets and/or accreditation 			
Ground Security/Policing	2	 Too many security breaches especially with regard to the PMO Too relaxed with unaccredited persons 			
Perimeter Moat	NA				



Antigua, Sir Vivian Richards Cricket Grounds

Overall Rating - 3.5

AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION	
VENUE OPERATIONS – (Overall Rating = 3.45)	Venue Ev	vent Manager		
Provision of Clean Venue	4	Many times at 1:30 outside party stand still required cleaning		
Directional and Information Signage	2.75	 Gates to be used for entry and exit should be known ahead of time and included in the pre promotion Inadequate 	Stadium management need to invest in signs	
Standard of Stadium Public Facilities	4.5	Party stand bathroom was not always clean or functional		
Public Washroom Facilities	4	Party stand bathroom was not always clean or functional	More cleaning staff required to adequately service the washrooms	
Volunteers, Ushers	2	Volunteers were not visible at the grounds	 Volunteer and ushers need to be uniformed A dedicated volunteer programme should be put in place; this would result in well trained volunteers, who can better service fans 	
CRICKET OPERATIONS - Cricket Operations Officer				
(Overall Rating – 4.21)				
Catering for Teams and Match Officials – quality, quantity and variety	5	 Set up was timely, presentation and quality was commendable 		
Operation of PA	3.75			



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
Announcer			
Scoreboards - Electronic	2	 Operators late at times or arriving just prior to the start of the 1st match which does not allow sufficient time for set up 	
Scoreboard - Manual	4	 Worked well especially in cases where they had to work solo because the electronic Catering for this group caused the team not to work at their best. However they still carried out their duties despite not being fed or being fed late 	
Tri Vision Operation	NA		
D/L Manager	5	Very efficient	
Team Liaisons	5		
Match Official Liaisons	5		
Team Room Facilities	4	No complaints in this regard	
Team Baggage Master			
Tri Vision Screen Branding	NA		
Sponsor Signage	4	Sponsor's main focus was the party stand	Sponsor should provide vendors with branding material e.g menu boards, cups etc
Sponsor Rights Protection	4.5		Corporate boxes need to be monitored carefully, as some box holders feel that to beverage agreements / ambush marketing policies only apply to vendors selling to the general public
MEDIA OPERATIONS – (Overall Rating – 3.78)	Media M	anager	
Standard of commentary booths	4		Needs to be more thoroughly cleaned and sprayed with air freshener prior to match days
Standard of the Press	4		Needs to be more thoroughly cleaned and



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
Conference Room			sprayed with air freshener prior to match days
Standard of Press Area	5		Ledge under desks in press area needs to be removed
Media Center Security	2	 Security at main entrance was lax and sometimes not at their posts allowing unaccredited persons to enter the media area 	•
Media Catering	4		A chit system needs to be introduced for issuing meals
Media Center Management	4		A dedicated media manager needs to be appointed
Accreditation	4		
Media Scorer	4		
Media Liaison	2	 Person appointed was unsuitable for the role. 	
Media Center Volunteers	4		
TV Monitors	4		
Media Center Cleaning	4		
Internet	4		
Washroom facilities	4		
Catering	3		
Accreditation & Field Access	5		
TICKETING OPERATION (Overall Rating – 2.91)	NS – Tick	eting Officer	
PBO Operation	3.5	Bathroom facilities not functional with running water	Permanent office set up needs to be addressed. (keyhole for door; better fans or air conditioning)
VBO Operation	3	STA had teething problems for the first	Information about the move of the ticket



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
		 couple of days Internet was not set up in a timely manner. When internet was set up it dropped constantly causing VM issues 	operations to the SVRCG needs to be made available to the public more readily
WICB Ticket Office	3.5		 Ticketing Liaison needs to be appointed The set up of the report printer needs to be addressed so that all PCs can print the report printer Boca printers need to be in the venue at the ticket office in a more timely manner
Gate Issues - Ticketing	2.5		 Gates need to be monitored more closely Tickets were being sold at the East gate where parking passes were also being sold Party Stand Operators left tickets to be sold from the gate and escorted persons into the venue without accreditation or tickets
Seating Issues – Ticketing	3.5	 Unreserved seating, no issues reported Because security did not perform their duties properly, patrons were allowed to sit on the areas where the light posts were which was easy access to the FOP as the moats were not properly installed. 	
Internet – Ticketing	1.5		 Internet testing needs to be done a lot earlier and will need to be done during the Christmas break if necessary to ensure an efficient start to ticket sales Multiple connectivity via a router at the VBO is required at this venue Stable internet connections are required and servicing and checking of cables needs to be completed in a timely manner.



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AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
VENUE SECURITY - Ven	ue Event	Manager	
(Overall Rating - 3.41)			
Venue Safety	4		
Medical / Ambulance	4		
Fire Trucks	4		Set a standard for safety requirements at CT20
Crowd Management (Ingress and Egress)	5		
Ground Security/Policing	2	 Security was not always positioned in time at the ticket offices. Security was poor with gates being left unattended. This was especially concerning when it involved the PMOA On many occasions security was not at the assigned posts and in some cases did not bother to check accreditation. 	 Set standards for security at CT20 (which may be different from regional cricket) Include a penalty clause in security contracts for breaches (can only work if WICB contracts security providers)
Perimeter Moat	1.5	 Perimeter moats were not properly installed. This caused easy access for patrons to the FOP Inadequate Was not functional 	 Recommendation that the moat be placed around the entire perimeter, and staked to the ground. A permanent moat is required There needs to be a barricade between the stand and the perimeter boards that would aid in making this functional



WICB re Kensington Oval

Overall Rating - 3.7

AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION	
	OMOTIO	NS - Commercial Manager		
(Overall Rating = 2.5)				
Overall Marketing	2.6			
Campaign				
Local Marketing	2	Agents and ticketing liaisons did not hear many ads on the radio		
Special Events	1.5			
Special Promotions	2.5			
Fan Give-Aways	4	Variety was good, would like to request items to give away with ticket purchase		
SPONSORSHIP AND B	RANDIN	IG - Commercial/Sponsorship Officer		
(Overall Rating – 4.8)				
Perimeter Board	4.6			
Branding				
Replay Screen	4.6			



		caribbean Twenty20 2011	
AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
Advertising			
Tri Vision Screen	5		
Branding			
Sponsor Signage	5		
Sponsor Rights	5		
Protection			
TV PRODUCTION - TV	Produce	r	
(Overall Rating – 3.7)			
Coin Toss	3.5		
End of Match	3.6		
Presentation			
The Field side	4		
Camera/Broadcast			
Live Commentary	3	 Would consider changes for next event 	
Live Broadcast -	4		
Quality			
Live Broadcast -	3.5	Same as Antigua – restricted time makes it	
Creativity/Variety		difficult to vary format	
Catering	3		
Accreditation & Field	5		
Access			
SPORTAINMENT - Ver	nue Event	Manager	
(Overall Rating - 3.8)			
DJ Music	4.5		
In Stadia Entertainment	3.5	Dancers may have been a little more risqué	
		than desirable. Could not be shown	
T. C. 11. C	2.5	extensively on TV	
In Stadia Camera	3.5	Added a lot of atmosphere to the grounds	
Replay Screen Operator	4.5	•	
Replay Screen Usage	4.5		
Stadium Host	3	 Too focused on party stand and did not 	
		include the entire stadium	



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
Half Time Entertainment	3.5	 Entertainment was enhanced by having it relayed on the replay screen 	 Ground should be converted into a family area, with bounce castle, face painting, ice cream and other snacks for kids
Closing Celebration	3.5	Very tight production which included typically Caribbean elements	 Needs to be enhanced by the inclusion of lights and/or fireworks. Pyrotechnics to be included for future presentations.

WICB re Sir Vivian Richards Cricket Grounds

Overall Rating - 3.2

AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
MARKETING AND PROMOTIONS - Commercial Manager			
(Overall Rating = 2.41) Overall Marketing Campaign	2.5	 Concept very good, not sure it reached the majority of people Marketing started way too late and was too dependent on PR efforts. Not enough hype 	 Consideration to be given to doing a completely local campaign instead of spending the amount we did on the creatives The campaign can be enhanced with a jingle (tournament song) as similar to past cricket tournaments
Local Marketing	2.75	 Many people commented that they did not hear the ads on radio. 	



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
		 Billboards colour and some positions were not very effective Support from the Tourism Authority was great. Advertising inventory from government owned stations was tremendous 	
Special Events	3	 The one road show was a success. There was an opportunity to do a lot more had we started earlier Motorcade was well received, however commenced too late in both the promotional period and the day Road Show was a great idea 	 More needs to be done at clubs or events leading up to and utilizing local DJs. Road show should include outskirts of the city and be held on at least two Saturdays leading up to the event in St. John's Road show should be expanded to include the entire islandSimilar activities e.g. concerts, etc should be included in the promotional campaign supported by sponsors, local boards and governments.
Special Promotions	3	 Not many people were aware of the bus transport to the grounds The 20.20.for 10 package was very popular. Late start but quickly became a hit 	 Need to finalize packages earlier and include in ads to promote packages. More advertising required
Fan Give-Aways	3.8	 Variety very good, not certain of how they were distributed Fan give-aways was a good idea. It caused a little chaos in the stands. The volunteers were verbally abused and in one case attacked. Volunteers did a good job of distributing to the fans. 	 Items need to be at the venue prior to the start of ticket sales. More attention needs to be focused on this considering the time of year for the tournament is just before Christmas. Would like to request for some items to be made available to the ticket agents to issue when you purchase tickets Recommend the giving away of bumper stickers Fan give-aways should be continued for this event.



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
CRONCORCHIRANI	N PD A N D		 Giveaway items should be given to the fans at the point of purchase. Balls can be distributed to stands on matches from the field of play (during the breaks) Budget permitting, variety and quantities of fan give-aways should be increased.
(Overall Rating - 4.1)) bkand.	ING - Commercial/Sponsorship Officer	
Perimeter Board Branding	4.25	 Branding of the perimeter was good. Banners were stretched well and the boards were positioned well. 	 A more structured approach by way of branding guidelines required for 2nd tier advertising branding
Replay Screen Advertising	3.5	 Advertising on the replay screen could have benefited from the addition of sound Rotation of ads was staid and timings not always appropriate. Some ads run more than others Ads would have been more effective if the screen was equipped with the audio feature 	 Need to provide the operator with the rotation f the ads a week in advance. Audio feature required for replay screen
Tri Vision Screen Branding	NA		
Sponsor Signage	4	Sponsor's main focus was the party stand	Sponsor should provide vendors with branding material e.g menu boards, cups etc
Sponsor Rights Protection	4.5		Corporate boxes need to be monitored carefully, as some box holders feel that to beverage agreements / ambush marketing policies only apply to vendors selling to the general public
TV PRODUCTION - TV Producer (Overall Rating - 3.6)			
Coin Toss	3.33		
End of Match	3.2	End of Match Presentation did not have the	A larger backdrop would help TV



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AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
Presentation		 presence it deserves. Technical issues did not help. Audio not very clear. Patrons complained about not being able to hear the presentation. Presenter was green and nervous, however got the hang of things by day 4. Branding staff was quite efficient in bringing out the presentation backdroppresenters were good 	A second presentation backdrop is needed for better coverage
The Field side Camera/Broadcast	3		
Live Commentary	2.3	 Not commensurate with the brand of T20 cricket. Too much like test cricket commentary 	
Live Broadcast - Quality	3	•	
Live Broadcast – Creativity/Variety	2.33	 Different guests each day Compact highlights package Good use of time Did not capture the true essence of the T20 brand and/or Caribbean cricket. 	 T20 format does not allow use of pre-produced pieces due to time contracts A lot more emphasis needed on creating a production that included the entire stadium experience More crowd shots should be incorporated into the broadcast.
Catering	3		
Accreditation & Field Access	5		
SPORTAINMENT - V (Overall Rating - 2.71)		nt Manager	
DJ Music	4.5		
In Stadia Entertainment	3.5	 Iron Band lackluster. Spent too much time in party stand Dancers were very young 	 Standards need to be set more aggressively for in stadia entertainment Stage should be placed in North Stand and/or



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
		 The area needed a bit more vibe. If there was entertainment for children it was not enough Only present in party stand – stage was place for the benefit of party stand fans so entertainers only engaged those fans and not the entire stadium Face painting and bouncing castle on Day 6 was a great hit/success 	 more entertainment should be centered on that stand so as to get patrons to occupy that stand. Section of the grounds, closest to the North Stand should be converted into a family area with bouncing castle, face painting, cartoon characters, children's snacks, etc.
In Stadia Camera	1	 Replay Screen Director not willing to explore the use of an in stadia camera Competence of Replay Screen Director questionable 	 Engage face-painting vendors and bounce castle. In stadia competition for children onlythey win prizes and perhaps a mini cricket competition, which can be shown on the replay screen during breaks
Replay Screen Operator	2	 The Operator was unwilling, inexperienced and allowed his deficiencies to get in the way of the creativity required for the sportainment programme 	Stadium Management needs to invest in a new replay screen system and train more individuals to operate the system
Replay Screen Usage	2.5	Unimaginative and pedestrian	 Need a proper rotation of commercial ads in place and more crowd shots during matches Roving camera should be included in the production budget or an independent operator contracted, with the required equipment that can be incorporated into the replay screen system
Stadium Host	2	 Was not consistent or engaging He was not very clear with the announcements Focused only on the Party Stand Fans 	 This could be caused by the PA system. This needs to be tested in the days leading to the event Need to engage the entire stadium
Half Time Entertainment	3.5	Stage was too far from the majority of spectatorsAbsence of in stadia camera compounded	Entertainment needs to reach the entire stadium



AREA OF CONCERN	Rating	COMMENTS	ISSUES FOR RESOLUTION
		the problem of accessIt was ok. Not WOWFocused only on the Party Stand Fans	
Closing Celebration	NA		