



# **Cable & Wireless Jamaica Ltd**



This case was compiled by the Arthur Lok Jack Graduate School of Business in collaboration with the United Nations Development Programme (UNDP) Guyana as part of a study of progressive Caribbean businesses.

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**CABLE & WIRELESS**

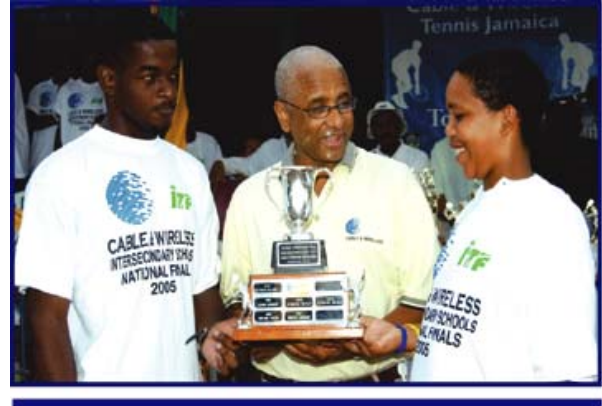


## Abstract

Through the game of tennis, Cable & Wireless Jamaica (C&WJ) Foundation aims to better equip young Jamaicans to take advantage of the opportunities available to them to further their academic goals. The programme helps to develop positive values and attitudes including self-discipline, hard work and the pursuit of excellence and success. This not only creates goodwill and potential future clients for the telecommunications company Cable & Wireless, but it also ensures the positive development of a future generation who in turn will be better equipped to positively contribute to the country's development.

## The Company

C&WJ is the leading provider of integrated telecommunications services in Jamaica, offering a 100% digital, integrated IP network, high standards of quality, performance and reliability, and access to the latest telecommunications products and services available globally. The company's product offerings include: Dedicated Internet Access using ADSL technology; Web Hosting and Facilities Management Services; Local and International Leased Circuits; Private Business Systems; Virtual Private Networks; Frame Relay, Fixed Line and Mobile Voice Services. With approximately 1,600 employees, the Vision of C&WJ is "to be the most profitable telecommunications provider of choice to enable us to be in a position to continue investing in Jamaica and to create value for our employees and customers." To this end, their people strategy supports their vision by promoting four key objectives:



Passion for the Business, Winning with Customers, Pursuit of Excellence and Leading the Competition.

## The Motivation

There is rising concern in Jamaica about the nation's youth. As a journalist for the national newspaper *The Gleaner* argues: "...today's generation seem to be ill-mannered, but also violent<sup>1</sup>". Given the negative impact that a disenfranchised youth population may have on national development, the C&WJ Foundation was set up to focus on youth development through sport and education, particularly e-education. Launched in November 2003, the Foundation has been designed as the primary means by which C&WJ will, in a more structured manner, contribute to the development of Jamaican society through the stimulation of sporting activity and education.

With specific reference to C&WJ's development of the Jamaican youth through sporting activity, the company has identified the game of lawn tennis as one of the primary mechanisms through which the school age population in Jamaica could be stimulated to strive for an improved quality of life. As the game of lawn tennis is considered an elitist sport in Jamaica, those who engage in this activity automatically realise a sense of self-worth. Socially marginalised youth, who may not be settled enough to make a success of primary and secondary level education, are given the training

<sup>1</sup> The Gleaner, Youth Link p. 6, May 17th 2005

and opportunity to change their lives through this sport.

The effect that is being strived for is to engage youths in tennis, resulting in a refocus on achieving academic excellence - thereby developing a well-balanced young adult capable of contributing positively to the economy while at the same time being loyal clients for C&WJ. Through the tennis initiative, the probability that youths would be lost on the fringes of society and/or engage in anti-social behaviour is considerably reduced.

### **Taking Action**

C&WJ Foundation has been successful in their partnership with Tennis Jamaica on the development of youth through the annual national schools' lawn tennis competition. This programme, which also encourages high academic performance as players must maintain at least a 'C' average, has seen significant growth in participation from an initial eight schools to over sixty at present.

The Cable & Wireless High School Lawn Tennis Programme initiated by Tennis Jamaica, in an attempt to increase the popularity of the sport island wide, has been embraced by C&WJ with enthusiasm. According to The Jamaica Observer, the game of tennis, previously considered an 'elitist' sport played by few schools, is now accessible and played by approximately sixty high schools with over eight thousand (8,000) participants<sup>2</sup>.

Through this programme, not only will financially challenged youth have access to academic scholarships but, "... in 10 to 20 years down...these young tennis players grow up to Jamaica could be stimulated to strive for an improved quality sponsors and spectators for the sport."<sup>3</sup>

The competition spans three main zones - the eastern, western and central zones. Winners

from each zone, as well as runners up, advance to the national finals where winners are crowned in the under-14, under-16, and under-19 categories. The competition is held annually between January and March.

For the past ten years, C&WJ has sponsored the National High Schools Competition. While in 2003 this sponsorship totalled J\$1.1 million, by 2004, it grew to J\$1.5 million. As a result of this sponsorship, several players coming through the National High Schools Competition have gone on to represent Jamaica while others have been awarded academic as well as tennis scholarships because of a combination of good grades and playing ability.

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In addition, this programme has encouraged the creation of 'blueprint initiatives' for preparatory and primary schools, which will prepare these even younger students for participation at the high school level. From their early years, these young minds are trained in the sport, taught to be disciplined, and moulded into potentially significant contributors to Jamaican society. There has also been the added benefit of certification for a number of Physical Education teachers and coaches. Though the crafting and implementation of such an island wide programme surely must have experienced some challenges, C&WJ boasts only of positive outcomes and interactions with their stakeholders.

### **Business Benefits**

C&WJ is mindful that social investments do translate into potential long-term benefits. Every saved youth represents hope for Jamaica's future and a potential customer for the company. As employees are also involved in the Foundation's work at the community level, the company has

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<sup>2</sup> Jamaica Observer, May 14th 2005

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observed an increase in employee loyalty and productivity, as they seem to be excited about the work that is being done both inside and outside the office.

Additional benefits cited by the company include enhanced public goodwill, better overall awareness of the company's line of business and specific product offerings, and the formation of new partnerships, such as that with Tennis Jamaica, which could further the realisation of business opportunities that were previously not accessible.

### **Vision for the Future**

C&WJ is one of the most generous benefactors to sports in Jamaica, a fact that has earned the company recognition in many quarters, including among international sporting federations. The company espouses sports as a great social enabler and intends to continue its strong investment in the development of Jamaican sports and athletes across a variety of disciplines. C&WJ aims to continue to seek out additional avenues to support youth and community development for the betterment of Jamaican society.