

CARIBBEAN INTERNET CAFÉ

Michelle Trescholds prepared this case under the supervision of Professor Murray Bryant solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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In June 1996, David Grant was visiting his home in Kingston, Jamaica, while on summer vacation from the MBA program at the Richard Ivey School of Business in London, Ontario. He was gathering information on the feasibility of opening an Internet café in Kingston upon his graduation from the MBA program in 1997. David had always wanted to be his own "boss" and he felt that the timing was right to pursue this business opportunity in Jamaica.

Prior to entering the MBA program, David had worked as a computer systems engineer at the local telephone company, Jamaica Telecommunications Limited (JTL). JTL, 80 per cent owned by a British telecommunications company, was one of seven Internet service providers on the island. If this venture turned out to be feasible, David intended to lease the telephone lines from JTL. He had also worked as a part-time teacher at the University of Technology and as a computer programmer in Jamaica.

THE CONCEPT

A "typical" Internet café offered computer services (including access to the Internet), a small menu of light snack foods and an assortment of beverages. While he was studying in London, David visited a number of Internet cafés and became intrigued by the concept. A café seemed to be the perfect vehicle for people to use the Internet and other computer services without making an expensive investment in computer hardware. In addition, a cybercafé provided a social outlet: customers could "surf the net" together, listen to music or simply relax and socialize.

COMPETITIVE ENVIRONMENT

In Jamaica, although there was high awareness of the Internet, there was very low accessibility and usage. Mainly corporations and universities used the Internet. However, even at these institutions, individuals had to reserve time to access the Internet and they were limited to short time periods. Private usage was still low and David expected that it would remain that way at least for the next three years. The main reasons

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