



# SAMVAD

## SPORTS MANAGEMENT



**'WeChat' with  
Mr. Prashant Mishra,  
GM-Kochi Tuskers**

**'WeChallenge' Special  
A Galore of Quizzes &  
Riddles with fun facts**

**NEW**

**'Write A Slogan'  
and 'Guess the**



**August Issue 2012**



# About Us



## OUR VISION

**To nurture thought leaders and practitioners through inventive education**

## CORE VALUES

**Passion**

**We Link and Care**

**Result Oriented, Process Driven Work Ethic**

**Breakthrough Thinking and Breakthrough Execution**

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*“The illiterate of this century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” - Alvin Toffler*

At WeSchool, we are deeply inspired by these words of this great American writer and futurist. Undoubtedly, being convinced of the need for a radical change in management education, we decided to tread the path that leads to corporate revolution.

Emerging unarticulated needs and realities need a new approach both in terms of thought as well as action. Cross disciplinary learning, discovering, scrutinizing, prototyping, learning to create and destroy-the mind's eye needs to be nurtured and differently so.

We school has chosen the 'design thinking' approach towards management education. All our efforts and manifestations as a result stem from the integration of design thinking into management education. We dream to create an environment conducive to experiential learning.

# Message from the Group Director

Dear Readers,

It gives me great pride to introduce Samvad's August Issue. Our team has grown from strength to strength in the last many months, and had given their all to bring out the best magazine every month. With an even bigger team this issue onwards, I have very high expectations from them, and have faith in their collective goal and abilities.



**Prof. Dr. Uday Salunkhe,  
Group Director**

With the dawn of the new academic year, we are in the midst of plenty of high energy activities. Excelling in each of these events and transforming ourselves into the very best is what we strive for.

Here at WeSchool, we believe in the concept of AAA: Acquire Apply and Assimilate. The knowledge that you have acquired over the last couple of months will be applied somewhere down the line. When you carry out a process repeatedly it becomes ingrained in you and eventually tends to come out effortlessly. This is when you have really assimilated all the knowledge that you have gathered.

Today, the rules of the game have changed. We often hear about terms such as globalization, triple bottom line, disruptive innovation, sustainability, social responsibility, ethics, governance and the list goes on. To keep abreast with these dynamic changes, there is a dire need for students to develop a global mindset, increase their awareness, inculcate a holistic thinking approach, and nurture a sense of empathy and ethical perspective while employing business best practices. At WeSchool, all our efforts are towards grooming our students with these qualities and skill sets.

Management is crucial in every field today and Samvad is a platform to share and acquire knowledge and develop ourselves into Integrative managers. It is our earnest desire to disseminate our knowledge and experience with not only WeSchool students, but also the society at large.

**Prof. Dr. Uday Salunkhe,**  
Group Director

# From the Editor's Desk

Dear Readers,

Welcome to the August Issue of Samvad!

We are proud to have successfully completed 7 months publishing the very best articles of the articles sent by you. So, far it has been a very enriching, and invigorating journey and we have received overwhelming response and feedback. The support and appreciation that we have received has truly encouraged and motivated us.

The August Issue of Samvad is special as it dawns the beginning of Samvad for many more WeSchool students! We now have our eyes set on higher targets and more ambitious goals. Being one of the few magazines in the country which invites articles from all spheres of management, it makes us feel very proud to be able to gathered such following and interest. With renewed vigour and passion, we bring to you the August edition of Samvad which revolves around the theme of "Sports Management".

Sports and Management are intertwined in mysterious and yet inseparable ways. Today, even an area as vast and versatile as Sports has many facets of management etched in it's backbone. This genre of management is fast growing is attracting many students to pursue their career in this vast market.

We have an exciting section dedicated to fun and quizzes on Sports Management, and an interview with the young and dashing General Manager of Kochi Tuskers, Mr. Prashant Mishra.

This issue has articles which discuss topics ranging from 'Harnessing the Thunderbolt' to 'Role of IT in Sports Management' & 'Sports Management – HR– Corporate management' to 'How Sponsorships help in Building a Brand'. The article on 'Sports Marketing' is a must read.

We hope that the ideas shared through this issue help inspire and enrich us with new perspectives on this fresh and happening territory of Sports.

The creation of Samvad has been the result of the contributions of many key individuals. We wish to thank everyone who has been a part of the inception and development of this magazine. We thank our Group Director Professor Dr. Uday Salunkhe for his constant motivation and support. We thank our friends and colleagues for their valuable suggestions. Above all, we thank all the students of the various MBA colleges who have sent their articles for this issue. Without your excellent contributions, this issue could not have been successful.

We hope you stay with us, read with us, share with us and grow with us!

Hope you have a great time reading Samvad!

Best Wishes,

Editor,

Team Samvad.

# Acknowledgments

Team Samvad likes to extend their heartfelt thanks to certain key members of the We School family for their special efforts towards the making of this magazine.

We deeply appreciate the constant motivation & encouragement that our beloved **Group Director Prof. Dr. Uday Salunkhe** has always given us. His vision & result orientation has been the driving force in creating brilliant leaders and making WeSchool a name to reckon with, not only in India but also globally. His focus on the core values of Passion, We Link & Care, Result Oriented Process Driven Work Ethic and Breakthrough Thinking has formed the foundation of all the activities that we undertake as students of this esteemed institute.

We deeply appreciate the help and support given to us by both **Prof. Amarkant Jain** and **Prof. Deepa Dixit**. Their insight and expertise is our driving force to ensure the sustainability of our magazine.

The team is grateful to **Ms. Yashodhara Katkar** and the PR team who have been a constant support to us from the very beginning. They have made it very easy for us to reach out to our readers and their contribution to our magazine is truly invaluable.

We appreciate **Prof. Jyoti Kulkarni** for helping in selecting the best Marketing articles. Prof. Jyoti Kulkarni has worked for over 8 years in the Mutual Funds industry in the areas like product development & investment relations.


















We thank and appreciate **Prof. Vijayan Pankajakshan** for screening the H.R. articles. It is his unrelenting spirit towards his work and our magazine that inspires us.

We are indeed very grateful to **Prof. Suyash Bhatt** for guiding us and helping us select the best articles from the General Management Section.

We are grateful for the help and support lent to us by **Prof. Chitralekha Kumar** during the making of our magazine. Her readiness to help and encouragement went a long way in the successful completion of this issue.

We are indebted to **Prof. Jalpa Thakker** for all her help and guidance in the making of Samvad. Her insight and suggestions have been of tremendous benefit to us. The Samvad Team would truly be incomplete without her.

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## Economic Times: Power Of Ideas Initiative

We School recently played host to the second **Phase of ET: Power of Ideas initiative**, which included one-on-one meet of the shortlisted contestants with mentors on its Mumbai Campus. The initiative brought to the fore a brilliant concoction of Private –Public – Academia. The event, an ET initiative in partnership with the Department of Science & Technology (DST), Government of India has to go through many more stages. While the DST brought to the programme its immense expertise and relationships in the entrepreneurial space as well as a corpus of Rs. 6.2 crore of guaranteed funds open to all deserving irrespective of their execution – stage the Indian Institute of Management's Centre for Innovation Incubation and Entrepreneurship (CIIE) will help screen the ideas in the initial stages; in the final stages it will mentor the deserving ideas in a ten day residential program at IIM-A. The initiative dovetails with the Welingkar philosophy of mentoring talent, creativity and in turn entrepreneurship. The initiative is a step in the same direction– it not only spots talent but takes it ahead in the desired direction to create desired effects.



## EMVIES 2012 ( Ad Club of Bombay)

The Emvies are India's most coveted and prestigious Media awards. They celebrate the greatest breakthrough innovations in Indian Media and award the most outstanding media initiatives developed over the year gone by. Organized by the Advertising Club Bombay, EMVIES is currently into its 12<sup>th</sup> successful year. EMVIES Awards are an honour for media planning and buying houses. Round 2 of the judging process was held from the 23<sup>rd</sup> to the 25<sup>th</sup> of August at Welingkar Institute of Management. This round took place in the popular format of Case Study Presentation. Reputed agencies such as Maxus, DDB MudraMax and Pinnacle presented their take on cases pertaining to Cadbury, AXE, Vodafone etc. WeSchool is indeed proud to have had the honour of hosting such a prestigious event.

THE ADVERTISING CLUB BOMBAY'S  
**EMVIES**  
—2012—

# G.M. Kochi Tuskers

## An Interview with Mr. Prashant Mishra

By: Stita Misra

*Young, Dynamic and Charming! Mr. Mishra has everything going his way and he's hungry for more. The modest and enthusiastic Mr. Mishra has been associated with Kochi Tuskers since its inception in 2011. He is the General Manager of the Team. He is also the owner of Jaipur Premier League, and Woods Sports Promotions.*

### **Q. How did you start off your venture into Sports management?**

I am an engineer by degree and during the first 3 years of my course, I was working with the Shiamak Davar Institute. I had become financially independent right from then.

In my last year of my bachelor's degree, a friend and I decided to start our own firm. We named it Woods Sports Promotions. That was in 2009. It started with a small team of 2 people. Now we have a team to 17 people, and are still going strong. The firm was started without any loans. All the investment was from our own savings. We decided to involve the corporate into the events that we undertook.

Woods sports handled the corporate level matches in the various sports grounds in the state which were connected to BCCI. BCCI owns the IPL and this again gave me the opportunities to get involved with the IPL.

### **Q. People don't know much about sports management as a vertical, how would you describe your role as a sports manager?**

Sports management is not just for people who play the sport. That is a misconception. In fact I was a basketball player in my School days and not a very good one at that. All that matters is how good you are when it comes to dealing with people, how well you can make them content, satisfy them, make them happy off field. You need to make them happy off-field so that they would perform to the best of their abilities on-field.

One doesn't need to be an MBA in order to be a sports manager either. The right skills need to be present. As a General Manager of the team I am responsible for many aspects of the team right from getting sponsorships to marketing the team, and from managing the needs of the team to its publicity.





## **Q. Is there an organized structure in which a team is managed?**

There is no structure or defined process of managing a team – as we have to deal with many different people at different times. This is not a job that one does within 4 walls, unlike the corporate world. It is very versatile and ever-changing and requires us to be very adaptable, street smart and very efficient with dealing with people and taking care of them.

## **Q. What has your journey been like so far?**

My journey so far has been very interesting and exciting. I got involved with the IPL because of one of my relatives, and since by then I had already had a background in Sports Promotions and Management, I could make the best of the opportunities and got selected to the General Manager of the Kochi Tuskers.

I did not get selected to be the GM of Kochi Tuskers simply by my resume. I had to show my expertise on the field, how I built relations, how I could manage the various aspects of the game and the players.

The goal right now is to get the Kochi Tuskers back together and playing in the next season of IPL

## **Q. What are the challenges that you have faced in as a manager over the last few years?**

Managing an IPL team is challenging and is very different from a corporate scenario.

In an IPL team, one deals with stars. Everyone in an IPL team is a star in his own right, in his country and internationally. Taking care of stars is a different challenge altogether. It is important that one takes care of all their needs, communicate with them well, establish great relationships and bonds, handle the perception of the team as well, ensure that there are no false rumours that float around as that would damage the reputation of the team.

Sometimes it gets very challenging, I have had times in my life where I have had to travel sitting next to the washrooms in the trains because I did not have time to buy a ticket. But it is important for me to do my job to the best of my ability and do it right.

## **Q. Is it challenging to deal with conflicts within the team as they are all stars from different cultures?**

Intra-team conflict is something that we have never faced, although we have so much of cultural versatility in our team, because every player is a sportsman, and they have that spirit embedded in them to the core.

# G.M. Kochi Tuskers

**Q. JPL was another venture that you got into. How has your experience been as an owner of the Jaipur Premier league?**

Jaipur Premier League was a venture started in 2012, and I own it. I felt confident that if I could handle IPL, then I could handle JPL as well. I was surprised with the success of JPL, but the experience was great. I am sure that this will only get better in the years to come. The experience that I had gathered over the years of managing cricket teams, first as a part of Woods Sports Promotions, and then as a GM of Kochi Tuskers has given me a lot of strength and knowledge.

In the course of managing the JPL, there was a situation wherein I had to convert a non-ready cricket ground to a fully functional one, which would also cater to day-night matches. We made the ground pitch-ready, put floodlights, and made seating arrangements for 2500 people. The response was great as it was telecasted in over 130 countries worldwide, and the success of JPL was reflected from the crowd of over 15000 that came for the matches.

The JPL turned out to be a phenomenal success. Some players from IPL also played in that because of the bonds that we had formed. I have worked with the same team members in various different events. The bonding that we have with the team is very good.

I felt that what we accomplished by transforming that ground was like a contribution from my side to the field of sports. That gives me great satisfaction. JPL was a domestic level event that went global and that was a great experience.

**Q. What are the important skills that one should have as a sports manager?**

Being able to handle people from different cultures well, and being able to convince them, take care of them, the art of presenting and promoting yourself and your work, influencing and impressing people well is very important.

Showing your skills to the right people are also important. I have connected with the right people, called them for the events that I was managing, and showed them my skills and talent, and that is how I have been able to grow and succeed. It is important to connect and show our skills to the right individuals.

What people perceive of the work that one does is very important. The impression and image that people have, is important. The IPL is what it is because of the way the sponsors have promoted and publicized it.

It is also important to remember the roots where you came from, the reason why you started something. Although I am involved with so many different things, we have not lost focus on the domestic corporate sports that we had started off doing.

India is a cricket crazy nation. Anything can become a controversy, so it is important to understand how to handle the media and ensure that the image and reputation of the cricket team is maintained.

## Q. How can youngsters today get involved in Sports management?

To get into Sports Management, students can start off by interning with various sports academies that currently run in the state. They would get a chance to do a lot of ground work, and I believe that one gets a lot more learning from practical hands-on experience that one does from theory. Students can approach these sports academies and definitely get work there. These undertakings would make add greatly to their learning and experience.

## Q. Do you have any tips for youngsters?

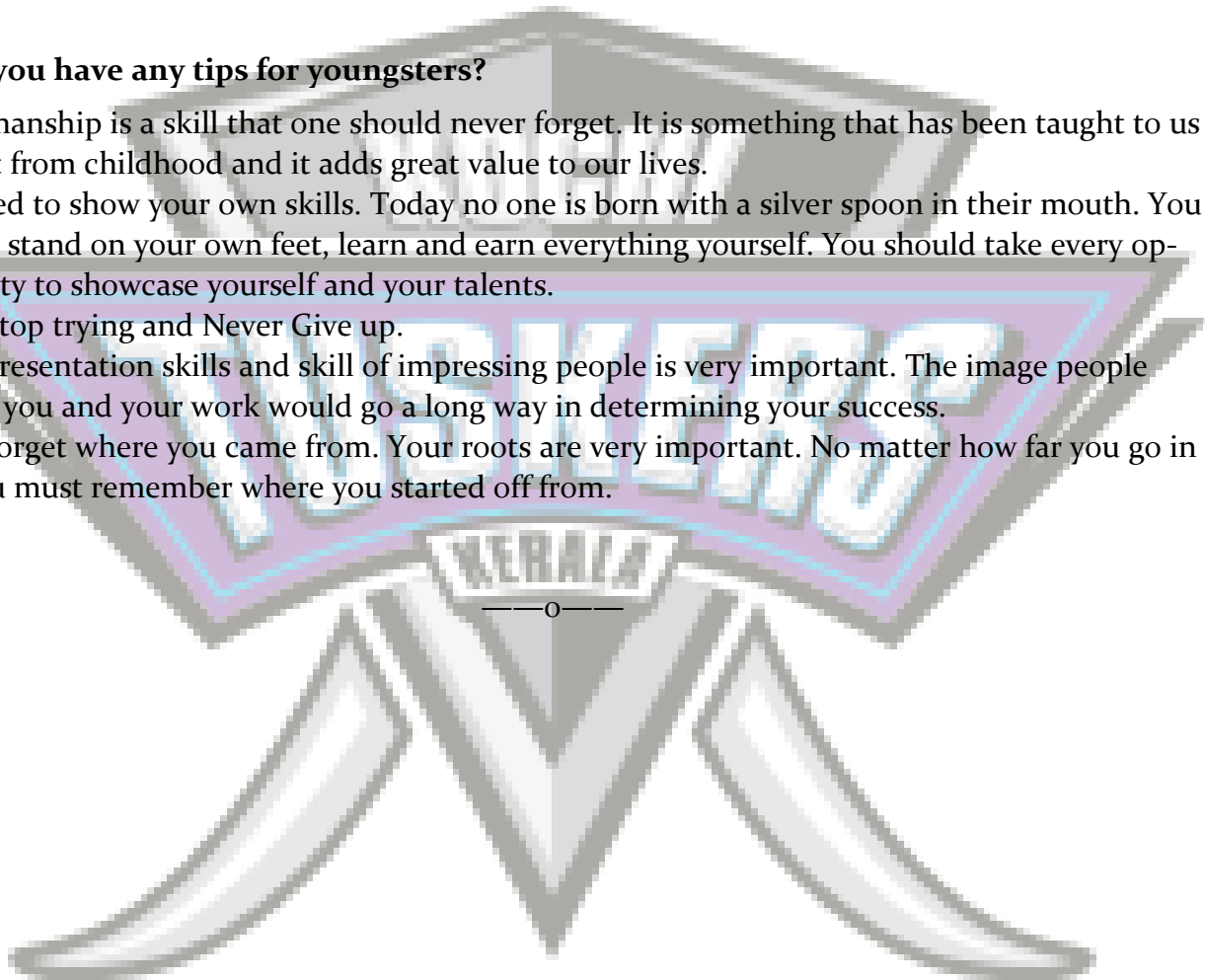
Sportsmanship is a skill that one should never forget. It is something that has been taught to us straight from childhood and it adds great value to our lives.

You need to show your own skills. Today no one is born with a silver spoon in their mouth. You need to stand on your own feet, learn and earn everything yourself. You should take every opportunity to showcase yourself and your talents.

Never stop trying and Never Give up.

Great Presentation skills and skill of impressing people is very important. The image people have of you and your work would go a long way in determining your success.

Never forget where you came from. Your roots are very important. No matter how far you go in life, you must remember where you started off from.





# Thunderbolt

## Harnessing the Thunderbolt

**By: Saurav Chaudhury, PGPM (2012-2013), Great Lakes Institute of Management, Chennai**

**2003:** A 17-year old Jamaican teenager, suffering from a rare back condition named scoliosis which made one of his legs shorter than the other, was deliberating the thought of hanging up his running boots due to his medical condition. Doctors said that it was medically impossible for him to run fast. The boy was emotionally shattered.

**2008:** The same Jamaican took the world by storm by winning all the three gold medals for sprint (100m, 200m and 4X100m) at the Olympic Games in Beijing, China. Thunderbolt had struck.

So how was the distressed teenager converted into the world champion named Usain Bolt?

Natural ability was definitely a factor, but Usain Bolt's strength lay with the determined, calm and focused management of his soft-spoken manager Norman Peart and his team of specialists including the coach Glen Mills, who worked tirelessly behind the scenes to create the running machine.

Usain Bolt's success story is a spectacular example of talent management in athletics – a critical aspect in the field of sports management.

The young Bolt was a gifted runner and in spite of his disadvantageous medical condition, he harboured hopes of running for Jamaica one day, till the doctors delivered the unfortunate verdict. It was during such trying times that Norman Peart, a local athletics coach with an eye for the best, took the young Bolt under his wings. He had spotted someone special and knew that only proper training and management was needed to make him achieve big.

They travelled to Kingston where Peart arranged for Glen Mills as the coach. Mills has been Bolt's coach since then and has also groomed Yohan Blake under his tutelage as the next champion. The young gifted teenager Bolt was now in very capable hands.

In spite of their financial limitations, they sent the Bolt to Munich for treatment of the scoliosis. Soon, Bolt resumed his athletic training, a journey of blood, sweat and dreams where Peart Mills stood by him like a rock, giving hope and strength at every step.



Image Source: <http://usainbolt.com>

# Human Resources

By his own admission, Bolt said that even when he himself gave up all hopes of being able to run at the highest level, his manager and coach were the only people who backed him and believed that he could make it big. Soon Usain Bolt started to make a name in Jamaican athletics and was winning all tournaments. To ensure his financial stability, his manager Peart allowed him to accept all the endorsements that came while keeping a strict watch on his ultimate goal. “Make hay when the sun shines” – Peart advised the young man in 2006 after an endorsement deal. In 2008, Bolt broke the world records for 100m and 200m at the World Championships. The rest is history.



Image source: [www.fitnessfreak24.com](http://www.fitnessfreak24.com)

We can analyse the story of Usain Bolt and extrapolate the lessons in sports management into the HR management domain:

**Talent Identification** – The key factor is to be able to identify the correct candidate from the crowd. Norman Peart was able to do it in case of Usain Bolt and this showed his keen eye for talent. In a similar way, firms identify and recruit fresh graduates as per the business and strategic needs. It is very important to recruit the right kind of people to ensure a firm’s success.

**Initial investments** – Bolt’s manager carried out his expensive scoliosis treatment before starting his training at the highest level. Similarly, a firm has to make initial investments in training and development to ensure that a fresh graduate is operational and is able to generate revenue for the business. Better is the early investment, greater are the chances of a good resource created.

**Training and Development Procedure** – Bolt trained with the world’s best and hence he knew what it takes to be the best. Similarly, it is very essential to expose a fresh graduate to the highest standards of learning such that he/she can win against the best in the professional world.

# Thunderbolt



Image Source: [www.zimbio.com](http://www.zimbio.com)

**Managing expectations based on the ability** – Bolt’s managers knew that he was cut out for greatness and hence they were so demanding of him. They gauged his talent extremely well and pushed him to the limit. Similarly, a manager must not expect the same level of performance from every member in the team. It is essential to identify the strengths and weaknesses of the team-members and plan accordingly.

**Stress and emotional management** – In times of stress and difficulty, the manager must stand by the employee and give him strength and hope, just like Norman Peart. Also, every person is different and hence they must be managed differently. The “one-size-fits-all” philosophy will not work.

**Managing the finances** – Money matters and so Mr. Peart allowed Bolt to take up all endorsements. Considering that financial stability is a hygiene factor in any job, the company must see to it that the financial needs of the employees are met to the best possible extent.

**Grooming the next generation** – The coach Glenn Mills took Yohan Blake under his tutelage just after Bolt made it big and groomed him to be the next champion. Similarly, a manager must continue to blood in fresh talent and groom them to ensure that the talent pool of the firm is never dried up and is not over-dependent on the senior employees only.

**Helping to make hay when the sun shines** – Special talent needs to be handled differently. Bolt was handled delicately and tactically by his managers and he was allowed to concentrate on only one objective – run fast. Similarly, in a team, often we have a member or two who are exceptionally good at certain tasks and are a rare talent. Keeping the firm’s broader goals in mind, the manager must try to ensure that such talent is retained within the firm and is allowed to contribute and grow in the field of his/her choice.

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# Human Resources

## Using Sports Coaching Techniques In a Business Environment

**By: Omkar Kelkar, PGDM-EBiz(2012-2014), WeSchool, Mumbai**

Due to India's good show in Olympics this year, the focus has once again shifted to Sports. And no sportsperson succeeds without a good coach. Saina Nehwal, Mary Kom, Gagan Narang – all have got very good coaches which has made them achieve what they are now. So, the question arises- if sportspersons excel so much due to the good quality coaching they get, do the employees get proper coaching in the companies they work? For most of us coaching and sports are interrelated; however, we have a difficult time translating this fundamental need for coaching to the business world. Plainly stated, our business professionals are expected to achieve Olympic-sized goals with little or no professional coaching.

Actually speaking, considering the huge recruitments conducted by many large organisations, there is an immense need for the companies to coach thousands of their employees. Coaches are as critical for business professionals as they are for athletes. In this day and age meetings are not enough. In most cases, corporate leaders face Herculean responsibilities of meeting tight production deadlines and reorganizing departments to adapt to shrinking budgets, yet often their directive ends there. A trickle of basic information meanders between department leaders and subordinates, but in most cases, little or no coaching exists.

### **Sports Coaching**

Sports Coach is someone who is able to assist athletes to prepare training programs, communicate effectively with athletes, assist athletes to develop new skills, use evaluation tests to monitor training progress and predict performance.

- Sports coaches help their teams and athletes to develop goals, set targets and create plans to keep them mentally motivated.
- Sports coaches create decision makers and leaders by building confident and focused thinkers. An effective sports coach allows for mistakes but doesn't allow for excuses. They deliver feedback that is factual and focused, discussing the behaviour rather than the person.
- Sports coaches share their knowledge, experience and passion for the game with their athletes so that the athletes can take that knowledge and better their own performance.

# Coaching

## Corporate coaching

Corporate coaching involves coaching towards organizational goals. Just as a football coach coaches a football team, corporate coach coaches an organization, focusing on the corporate team and corporate vision, mission, values and strategy. Results are measured against the performance requirements of the organization. Corporate coaches combine basic coaching skills



with an in-depth understanding of the language, dynamics, processes and culture of organizations – whether these be large companies, SMEs or public sector companies. Corporate coaching can take place with individuals or groups. Face-to-face coaching can be supported by telephone or e-mail contact. Corporate coaches can work to a specific schedule or on a retainer, and provide long term support, or be brought in to accelerate change for a specific project.

Organizations are made up of individuals. Coaching is a

collaborative process focusing on the developmental of the individual. It involves a relationship rooted in mutual respect and rapport. It is anchored in constructive, respectful language and endorses rather than diminishes people's skills and abilities. It assists individuals and teams to focus on possibilities and eliminate limitations. It helps people overcome obstacles to their success, including their attitudes, beliefs and behaviors. Perhaps even more importantly it provides a model for giving and receiving constructive feedback.

Applicable in all areas of the business, both with individuals and teams, coaching uses common language everyone can relate to. It places emphasis on the unique potential of individuals to maximize their own performance, putting focus around future possibilities. As such, it fosters entrepreneurial thinking, develops flexibility and gains commitment to individual development. It also greatly enhances communication with internal and external customers, often transforming relationships. All this contributes towards building a common platform for organizational evolution and a strong corporate culture. It raises self-awareness, promotes self-development, increases motivation leading to improved staff retention. The result ? A stronger bottom line.

Thus corporate coaching basically provides the following benefits:

- Increases Productivity – Corporate coaching enhances productivity by improving staff commitment, communication and loyalty and decreasing stress and tension
- Ensures Loyalty – It ensures that the employees remain loyal to the organization in spite of extended work hours and economic fluctuations

# Human Resources

- Improves Planning – Corporate coaching helps top executives to develop strategic plans and to undertake risks more confidently
- Instills Responsibility – A feeling of trust and responsibility is inculcated while dealing with clients and customers
- Grooms Leaders – Corporate coaching throws up many leaders and vastly improves their personality, knowledge and expertise
- Improves Interpersonal Relations – Coaches regulate the negative behavior of executives and improve their interpersonal skills



Image Source: <http://www.psychology-consulting.com>

While comparing Sports coaching and corporate coaching, following distinctive points emerge:

Sports Coaching	Corporate Coaching
Working with talented individuals who already excel aiming to make the good even better.	Working with individuals already providing satisfactory output to achieve excellence
Peak performance to be attained in every game	Peak performance to be attained every day.
Using research from a variety of sources such as nutrition, psychology and fitness to improve and maintain physical stamina and mental fitness	Using research from a variety of sources such as psychology and management training to improve and maintain personal performance.
Setting realistic achievable short and long term goals. Knowing what you want to achieve and what motivates you.	Setting realistic achievable short and long term goals. Knowing what you want to achieve and what motivates you to excel.



# Coaching

Winning matches is no different to being successful in business, and commercial environments could learn some important lessons from the sports arena. The credo of hard work, skill improvement, training and team working together with keeping abreast of new developments and motivating the individual towards success are essential components of effective individual and team performance. However, managers like good sports coaches, need to help individuals and teams learn to celebrate achievements as well as appreciating the lesson that 'over training' does not lead to peak performance but may actually hamper the long-term financial success of the business as well as individual capacity.

Ultimately, what matters most as an athlete or as a business person is results. Working with a coach enables the athlete or the business owner to achieve far higher results than they ever could on their own. The combination of roles the coach provides: Business Expert/Trainer to improve skills, Mentor to improve mental attitude and focus, trusted advisor to discuss the truth openly, get to the root cause and move forward in the most effective manner, and someone to hold you accountable for delivering results are all very valuable to drive those results and make the coach a highly valued player.



Image Source:<http://www.samsaracoaching.co.uk/services/>

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# Human Resources

## Sports Management - HR-Corporate Management

**By: Ayushi Anand & Rohit Mittal, PGDM-HR(2011-2013), International Management Institute**

**Sport Management** is “any combination of skills related to planning, organizing, directing, controlling, budgeting, leading and evaluating within the context of an organization or department whose primary product or service is related to sport and/or physical activity.” (Parks & Quarter main)

In essence, sport management is the application of management processes to sport environments. Sports Organization works on the same line as that of any corporate company selling their products and services. Sports management need each and every vertical of management be it finance be it human resource management or marketing. Human resource is very much required in sports management because sports involve people and their playing skills.



### **Managing people**

Like other Organizational managers, sports managers also have broad experience in team management, business management, or in working as a coach or trainer within the given sport. Managers at sports

Organizations work to ensure that team or athletes have the best possible career opportunities through receiving the best training, playing or competing with the best teams as well as being motivated.

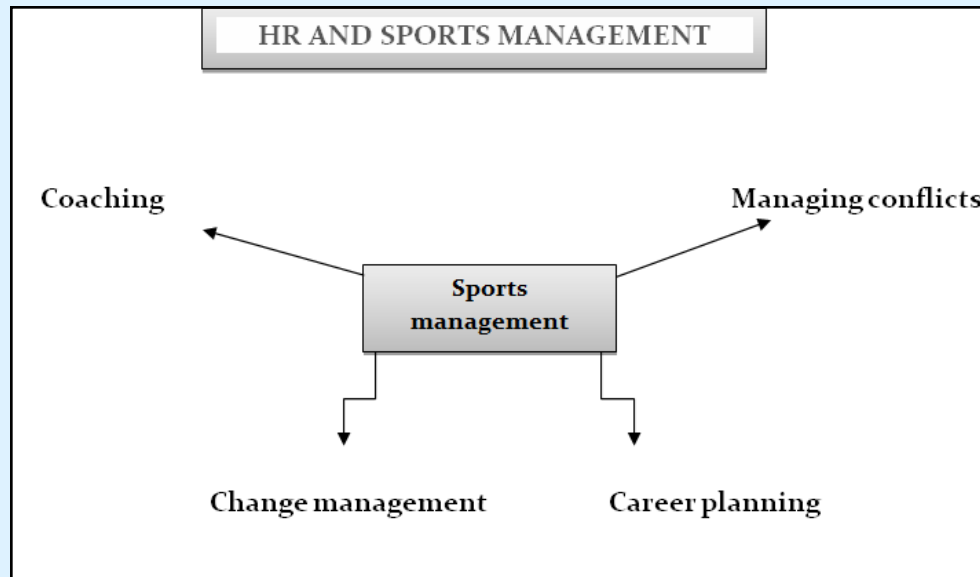
These managers are the hands-on leaders for the team or whole organization. Sports managers do a number of activities with an inclusion to a number of HR processes e.g. Working with trainers and coaches to ensure the athletes are in the best possible shape and are prepared for competitions, resolving conflicts and managing the individuals within the team.

### **Coaching and Sports are interrelated**

Coaching which is one of the HR processes is central to the success and growth of organizations across the board in this dynamic business domain. Sports coaches assist sportspersons in developing to their full potential.

Today's professional sports environment has become so sophisticated that athletes often have multiple support resources and on-going coaching. Coaches are as critical for business professionals as they are for athletes. These coaches train athletes and players the way coaches and mentors train employees at Corporate.

# Corporate Sports



Usually trained HR managers turn out to be good coaches in corporate world, in sports management the coaches need to have some ability and skill to keep their athlete motivated, self-directed towards their goal. In short the coaches need to have some flavor of HR to be a good coach.

Coaching helps in creating the right conditions for learning to happen and to find means of motivating the athletes. Most athletes are highly motivated and thus the task is to sustain that motivation and to generate anticipation and enthusiasm.

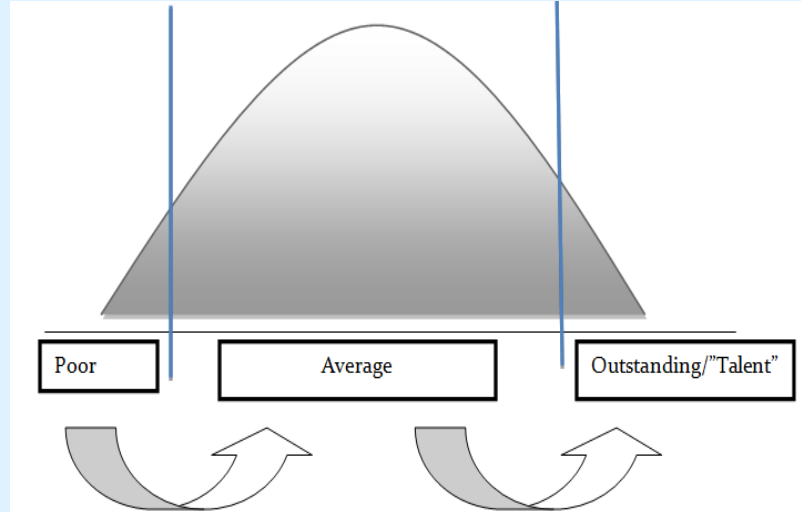
In the bell curve above mass chunk of athletes and Sports person lies in average block of bell curve through right training and coaching they could be shifted in the “Outstanding Talent” block of bell curve, similarly Poor performers can be moved to average block and then some of them might one day become “Outstanding Performers”

Also, focusing on outstanding performers can have huge positive impact on overall team performance. Coaching and developing less effective sports persons requires the ability to: assist athletes to prepare training programs, communicate effectively with athletes, assist athletes to develop new skills, use evaluation tests to monitor training progress and predict performance.

**Career planning** is done in sports which are quite similar to Career and succession management done in corporate. Sports manager need to decide who will be the next captain of the team or vice-captain, once the right candidate is identified then training modules for that particular player is designed so as to enable him for that particular responsibility.



# Human Resources



## Managing conflicts – Sports Industry

In sport organizations conflict is very common. Conflict arises due to differences in opinion; the passion that people carry for their sport, wrong perception about each other. In these situations HR personnel plays an important role. HR personnel tries to deal with any conflict that arises at an early stage, before it becomes a significant problem, personally communicate with people and try to understand the issues important to them, establish a rapport with people who may have an opposing view by listening, empathizing and encouraging.

**Performance appraisal and setting performance standards** are two hardcore activities of HR in a firm. But can really a HR personnel can set performance standards for athletes? Thus discrimination is prevalent within the sports organizations. Thus although intuition is used in appraising performance, you need to use objective standards to help avoid discrimination. If you give an employee average rating rather than a good one, you must be able to clearly explain why.

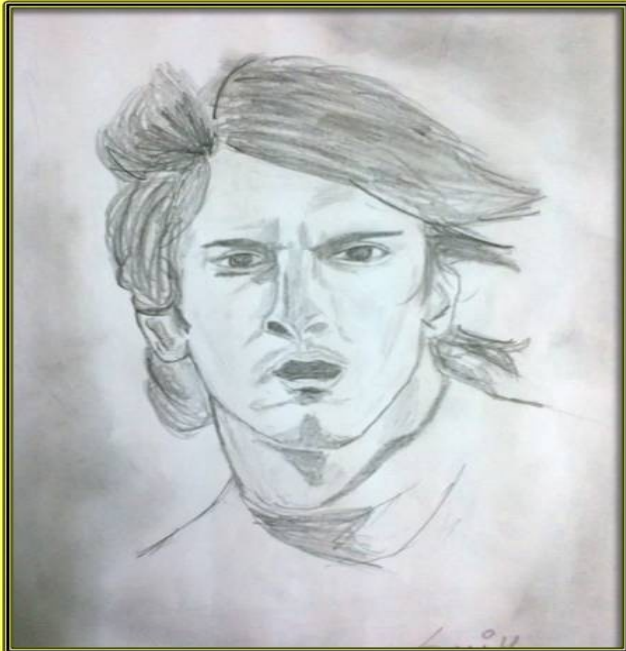
## Change Management in sports industry

People are resistant to change but they must realize that it's a driving factor towards success. Sportspeople and coaches can realize their full potential only when they get comfortable with the change initiatives taken by the sporting organizations

Change is critical for survival. In competitive environment, the faster one can accelerate the rate of change – faster than the opposition – the more likely it is for the person to sustain competitiveness.

—O—

# Breather



**CONGRATULATIONS TO OUR:**

**CARTOONIST OF THE MONTH:**

**Smital Bhalerao**  
(Welingkar Institute of  
Management)

## Upcoming Competitions : Read Below

### SLOGAN WRITING CONTEST:

**WWE is coming to India! You have only one chance to write a slogan (30 words or less) that will catch the attention of the masses so they buy the tickets for the showdown. Mail us at [samvad.we@gmail.com](mailto:samvad.we@gmail.com) before September 30, 2012. The best seller wins and appears in our next issue!**

### GUESS THE BRAND:



1



2



3



4



5



6



7



8

Mail: [samvad.we@gmail.com](mailto:samvad.we@gmail.com) by 28th Sept. Best/First 3 entries will be published in next issue!

# Breather

## Fun Facts!

- Tug of War was an Olympic event between 1900 and 1920.
- Three consecutive strikes in bowling is called a turkey.
- Approximate 80,000 components come together to make an F1 car. The cars have to be assembled with cent per cent accuracy. If it were assembled 99.9% correctly, it would go on the track with 80 components wrongly placed.
- In ancient Japan, public contests were held to see who in a town could fart the loudest and longest. Winners were awarded many prizes and received great recognition.
- Cheerleading is almost 100 years old when most of the cheerleaders were men. Now 98% of cheerleaders are females.
- Man versus horse marathon has its grounds in Llanwrtyd, Wales which is accounted as the smallest town in Britain. It was in 1980 that there was a competition of two legs against four.

## FOOTBALL CLUB SPECIAL

*"It was his decision to leave Arsenal, but he goes with my blessing" - Arsene Wenger*  
*When this is the first thing the manager says when the best striker in the world & more importantly, his best player, leaves the club, you realize the class of the man & that is what Arsenal Football Club is all about.. True Class! Wenger proudly runs one of the greatest football clubs in the history of the game with a mix of stars, prodigies & unknowns with the sole intention of churning out classy, attractive, enthralling & 'sexy' football week in week out. AFC is more than just football to me.. it is pride.*

**-Gunner4Life!**  
**Harsh Salian (Welingkar Institute of Management)**



# Brand Building

## How Sponsorships help in building a Brand

By: Nikhita Janpage, PGDM E-Business (2012-2014), WeSchool

Picture Roger Federer walking on the Centre court in Wimbledon to play a match. What is the first thing that you notice about him? Of course it is the ever present Nike headband.

Sports' marketing has come a long way from the early 1870s when tobacco companies made cards of baseball players and inserted them with packs of cigarettes in order to try and boost sales or develop brand loyalties. The number of brands associated with sports has increased since then including Nike, Puma, Adidas, Yonex, ESPN and EA Sports (which has made a fortune in the world of gaming). The purpose of sports marketing is for companies to use sporting events in order to reach their customers and increase brand loyalties by associating with their favorite athlete, team or event.



Image Source: [www.free-extras.com](http://www.free-extras.com)

Three major sporting events, which illustrate the importance of branding and sponsorship, are:

### **The Olympics (London 2012)**

The list of sponsors for the London Olympics include Acer, Adidas, BMW, BT, British Airways, Cadbury, Cisco, Coca-Cola, Deloitte, EDF Energy, McDonalds, Omega, Panasonic, P&G, Samsung, Thomas Cook, Visa and some more. The companies partnering with the event get exclusive monopoly rights. For example, as the official sponsor Visa was the only credit card accepted during the event. McDonald's and Coca-Cola were the only branded food and drinks providers.

According to a study by WPP's Wunderman group Visa's favorability soared by 4.2%, thanks to its association with Olympic superstar Usain Bolt, who won a trio of gold medals in London. The study also looked at the social media points garnered by the other Olympic sponsors. The study said that social interaction increased significantly for the Olympic sponsors on media platforms like Facebook and Twitter. Coca-Cola increased its fan base by two million, or 4.54%, from July 27 to August 12, nearly doubling its 2.3% growth in the four weeks before the London Games, the report said. At the same time, Coca-Cola's social interaction on Facebook and Twitter surged by an impressive 200%. EDF Energy marketed its position as the primary energy utility sponsor for the Games to showcase its investment in reducing carbon footprint and in increasing sustainability.



# Marketing

According to the study, the top 3 Olympic brands were Coca-Cola, P&G and Visa.

Although it is early to forecast the increase in favourability of some brands due to the association with the Games, the study said that a clearer picture would be seen in the next 6 to 12 months.

## EPL

The English Premier League (officially the Barclay's Premier League) has Barclay's bank as the main sponsor. The deal was worth £82.25 million and allows Barclay's to exclusive worldwide marketing, branding and product rights; UK and international TV programme credits and branding in Barclays Premier League live; highlights and magazine programming; thousands of tickets and hospitality places at all Barclays Premier League games, hospitality events and use of the Barclays Premier League Trophy, including title.

According to Barclay's, "Sponsorship makes people aware of who we are and what we do and, and importantly, helps them to like us and want to do business with us. Football has worldwide appeal. It's the UK's national sport and in many other countries it's the most frequently watched – and played – game. It's clear that people right across the globe are passionate about football." In addition to Barclay's each pre-league team has its own sponsor.

A case in point, AON says that it sponsored Manchester United as "the club's global penetration is truly incredible - over 333 million fans, 60 million Man United web page impressions per month, and the fastest-growing Facebook page with approximately one million new members

PUT YOUR SHIRT ON IT: Premier League sponsorship deals for 2012-13

<div></div>					
<div></div>					
Club	2011-12 sponsor	Value / Yr	2012-13 sponsor	Value / Yr	Change
Man Utd	Aon	£20m	Aon	£20m	-
Liverpool	Standard Chartered	£20m	Standard Chartered	£20m	-
Man City	Etihad	£20m	Etihad	£20m	-
Sunderland	Tombola	£1m	Invest in Africa	up to £20m	+ £19m
Chelsea	Samsung	£13.8m	Samsung	£13.8m	-
Newcastle	Northern Rock	£2.5m	Virgin Money	£10m	+ £7.5m
Tottenham	Aurasma	£10m	Aurasma	£10m	-
Aston Villa	Genting	£8m	Genting	£8m	-
Arsenal	Fly Emirates	£5.5m	Fly Emirates	£5.5m	-
Fulham	FxPro	£4m	FxPro	£4.2m	+ £200k
Everton	Chang Beer	£4m	Chang Beer	£4m	-
QPR	AirAsia	£2.3m	AirAsia	£2.5m	+ £200k
West Brom	Bodog Europe	£1.1m	Zoopla	£1.5m	+ £400,000
Stoke	Britannia	£1m	Bet365	£1.3m	+ £300,000
Swansea	32Red	£1.1m	32Red	£1.1m	-
Norwich	Aviva	£350,000	Aviva	£1m	+ £650,000
Wigan	12Bet	£1m	12Bet	£1m	-
Blackburn*	Prince's Trust	Zero	Not applicable for this exercise		
Bolton*	188Bet	£750,000	Not applicable for this exercise		
Wolves*	Sportingbet	£1.1m	Not applicable for this exercise		
Total		£117.5m			
Reading**	Not applicable for this exercise		Waitrose	£500,000	-
Southampton**	Not applicable for this exercise		aap3	£1m	-
West Ham**	Not applicable for this exercise		SBOBET	£1.7m	-
				£147.1m	+£29.6m

\*Relegated to the Championship / \*\*Promoted from the Championship  
 Top logos: the biggest five deals by annual value, including some newcomers to the market  
 Research: Alex Miller / Sportingintelligence

Image Source: [www.sportingintelligence.com](http://www.sportingintelligence.com) mier

# Brand Building

joining each month. It also has unrivalled brand awareness of 100% in UK, Germany, and Korea; 90% in China; and 80% in Japan and India, which in turn increases Aon's own brand recognition in parts of the world where demand for risk solutions is growing."

With such a global reach, football clubs are lucrative choices to establish brand credibility and favourability.

## UEFA Euro 2012

The 2012 UEFA Euro was jointly hosted by Poland and Ukraine. As part of its promotional campaign the Henri Delaunay Cup was toured in 14 cities of the host nations. The sponsors for the Euro 2012 include Adidas, Coca-Cola, Hyundai-Kia, McDonald's, Castrol, Carlsberg, Canon, Orange and others.

Adidas said it expects record soccer sales of more than 1.6 billion euros (\$2 billion) this year boosted by the Euro 2012. Soccer accounts for more than 17 percent of its revenue with Adidas saying that total sales rising almost 10% this year. According to the beer brand Carlsberg, "The UEFA European Championship is considered the most successful marketing activity for the Carlsberg brand on a global basis, and Carlsberg's EURO sponsorships have resulted in significant growth in every UEFA EURO host market since 1992. EURO 2012 is also a unique opportunity to brand Carlsberg in the relatively new markets of Poland and Ukraine."

## Conclusion

Taking the above instances into consideration, one can see that sports' marketing is a profitable venture for companies. Associating with a well-known brand name - be it an athlete, team or sports event boosts the brand credibility of a company due to the large viewership and fan-following. This is a new domain which has grown due to globalization as sports' events are broadcasted all over the world.

Although sports' marketing in India is still in its nascent stage, with the advent of the IPL this sector is witnessing unparalleled growth. Also, with the performance of athletes in sports other than cricket like wrestling, boxing and shooting improving in international events like the Olympics, they are also developing in terms of their brand value and newer ventures are being opened for sports marketing.

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# Marketing

## Sports Management

**By: Meenal Malhotra, PGDM Business Design (2012-2014), WeSchool**

Logo-embellished jerseys to fields adorned with advertisements- Marketing can be seen at its best in sports today. It is an emerging marketing industry that involves the promotion of sporting events, venues, teams, and individual athletes. Specialty agencies, sports franchises or the marketing division of a corporation promote products through sponsorship.

In India, till a long time, the sports marketing activities were restricted to organizing events, selling sponsorship and ads. Cricket tournament IPL (Indian Premier League) however has evolved the concept of sports management. It was the first of its kind to provide a proper platform to market sports, seeping into activities other than ads or events like opening ceremony with live concerts, creating online traffic through blogs, hiring international cheerleaders and organizing talent shows across the country. Fans were informed about the event through social networking websites such as Facebook and Twitter. Other interesting events for fans, like designing the team mascot and selecting fans through a user-driven contest to travel along with the team for reporting on its off-field activities were taken up as marketing strategies.



Image source: [www.sparkingnews.com/](http://www.sparkingnews.com/)

India's biggest property developer DLF Group became the title sponsor of the tournament for 5 years from 2008 to 2012. IPL signed up Kingfisher Airlines as the official umpire partner for the series. This deal saw Kingfisher Airlines brand on all umpires' uniforms & also on the giant screens during third umpire decisions. Sony Entertainment Television signed a contract with BCCI with Sony Entertainment Television for 10 years. Other big players like motorcycle maker-Hero Honda and PepsiCo also had year sponsorship agreements with IPL. Sponsorship from some other popular brands such as Nokia, Tag Heuer, The Telegraph and Belmonte has also managed to create an advertising blitzkrieg. Chennai Super Kings held painting competitions for schoolchildren and also launched a monthly comic series featuring its cricketers.

# Branding

Other than marketing IPL as a tournament, there has been tremendous promotion of respective teams of IPL from time to time. For instance, Kolkata Knight Riders (KKR) unveiled a new campaign 'New Dawn. New Knights' and a new refreshed logo for their team before IPL 2012 began. Delhi Daredevils owner Religare, an investment firm invested millions in branding and marketing its team. Its marketing strategy included selling merchandise such as the players' jerseys.

Fans can identify with a sports related branded good or service which shows their loyalty towards the sport and the particular team. But, sports marketing is no more restricted upon building fan identification. At IPL, sports marketing has struck a chord between Bollywood and cricket. For fans, it was truly entertaining to see one's favorite cricketer as

well the Bollywood star on the same platform. Sports marketing became more effective by adding glamour to it. Super stars like Shahrukh Khan, Preity Zinta, Akshay Kumar Katrina Kaif, Hrithik Roshan promoted IPL teams. To attract cricket fans, Bollywood team-owners even sold self-autographed tickets personally. Owing to assorted marketing & promotion strategies of Indian unofficial sport, cricket is no more just sports but sports entertainment !!



Image source: [www.allaboutinformation.in/](http://www.allaboutinformation.in/)

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# Marketing

## Sports Marketing

By: Akriti Kapoor , PGDM(2011-2013), IMI, Delhi

Sport marketing is generally of three types-

Marketing of Sports - The advertising of sport and sports associations such as the Olympics, Spanish Football league and the NFL.

Marketing through sports - Concerns the use of sporting events, sporting teams and individual athletes to promote various products.

Grassroots Sports Marketing - The promotion of sport to the public in order to increase participation. If we consider "Marketing through sports", one thing that we hear a lot of nowadays is Ambush marketing in sports. Major sporting events have always provided fertile ground for ambush marketing. It is widely accepted that the 1984 Olympics was the event where ambush marketing originated from.

Some of the most famous examples of ambush marketing in sports are:

### Kodak Vs Fuji

In the 1984 Olympics, Fuji Film was the official sponsor. However Kodak ran a series of campaigns through which they successfully managed to convince the consumers that they were the official sponsor. Kodak ambushed Fuji again in 1996. As soon as Atlanta was awarded the rights for the 1996 summer games, Kodak bought 50 major poster sites in the city for the next four years.



Image Source: <http://www.flickr.com/photos/>



Image Source: <http://www.flickr.com/photos/tims/4698871789>

### Bavaria Beer Vs Budweiser

During one of the matches between Holland and Denmark in the 2008 FIFA World Cup in South Africa, 36 female Dutch fans arrived wearing orange mini-dresses, which soon caught the attention of the world's media. Unfortunately, these ladies were evicted from the stadium and arrested by police, as it was claimed

the dresses were provided by a Dutch brewery, called Bavaria Beer. FIFA officials intervened to stop the media coverage, in order to protect their official sponsor Budweiser.

### Coca-Cola Vs PepsiCo

Coca-Cola spent a total of \$400 million on marketing in Beijing in 2008, including \$85 million to be an Olympic sponsor, yet up to 60% of consumers believed Pepsi was the official sponsor.

# Sports Marketing

PepsiCo's highly successful marketing campaign included an online competition, in which 160 million voters from mainland China ranked mug shots sent in by fans. The winning entries were printed on cans cheering on Team China.



Image source:  
[www.flickr.com](http://www.flickr.com)

## Li Ning Vs Adidas

This has been called the greatest marketing ambush in sports history. Adidas had spent nearly \$200 million to become the official sportswear brand at the Beijing Olympic Games in 2008 – only to be ambushed quite spectacularly by the Chinese sportswear brand Li Ning.

Li Ning, a former gymnast and founder of the sportswear company, was chosen to light the Olympic cauldron at the opening ceremony. Li Ning was China's most decorated Olympian and a national hero.

The media exposure led the Chinese consumers to automatically believe he was wearing his own apparel – when in fact he was legitimately bedecked in Adidas' official Olympic clothing. To add to the confusion, Li Ning's corporate logo resembles the famous Nike 'swoosh', while the company slogan, 'Anything is Possible', is similar to the Adidas tag line 'Impossible is Nothing'.



Image source: Wikipedia

## Visa Vs Amex

One of the most deep-rooted and long-lasting rivalries in marketing occurred between Visa International and American Express.

These two card companies had been at war ever since Amex lost the Olympic rights to Visa after the 1984 Los Angeles Olympic Games, and hostilities rumbled on into 1992 and the Barcelona Olympics. In the US, Visa's tag line was 'the Olympics don't take American Express', with images of ticket windows being slammed shut in the faces of American Express card holders. American Express responded in style, pointing out in its own advertising campaigns that 'to visit Spain, you don't need a visa.'

## Nike Vs Everyone else

Probably the most outright and unapologetic (not to mention successful) brand to embrace ambush marketing is Nike. Nike has ambushed just about every sports shoe manufacturer you can think of.



## Nike Vs Adidas

During the lead up to the 2008 Beijing Summer Olympics, Nike made considerable use of the

# Marketing

number 8, a symbol of luck and fortune in China and incorporated the design pattern on items of clothing and footwear.

## Nike Vs Umbro

The 1996 UEFA European Championship provided an example of ambush marketing that changed the face of sports sponsorship. English sportswear company Umbro had paid for the rights to be the official sponsor of the championships, only to find that Nike had purchased all the poster space and advertising sites in and around Wembley Park Underground Station, which was the main travel hub for England's national stadium, Wembley.



Image source: [www.flickr.com](http://www.flickr.com)

## Nike Vs Reebok

Nike's ambush of the 1996 Atlanta Olympics demonstrated just how effective ambush marketing can be. By saving the \$50 million that an official sponsorship would have cost, Nike plastered the city in billboards, handed out "swoosh" banners to wave at the competitions and erected an enormous Nike center overlooking the stadium. When television audiences were asked to recall the names of official sponsors, 22% cited Nike, compared to only 16% who cited the official sponsors, Reebok.

## Nike Vs Converse

Converse was the official sponsor of the 1984 Olympic Games held in Los Angeles, yet Nike built large scale murals near the Los Angeles Coliseum, which displayed the Nike Logo and several of the athletes competing in the games wearing Nike attire.

## Conclusion

For sports leagues and organizing bodies, controlling ambush tactics can be a game of cat-and-mouse.

What can be done to maximise protection accorded to sponsors, is that along with the regular copyright, trademark, etc., the event organisers should have tighter contractual provisions between all parties involved in the event sponsorship. The event organisers could also enhance exclusivity of sponsorship and reduce the range of sponsorship options they offer along with providing clarification regarding the rights purchased by the official sponsors, so that no confusion occurs.

Ultimately, however, potential sponsors need to recognise that they will never be able to control rivals' actions. The creative use of ambush marketing tactics will probably always be a source of irritation to event owners and their official sponsors. If competitors embark on a campaign that could confuse consumers, marketers need also to recognise that any recourse they might have will be determined through the relevant legal systems.

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# Finance

## United we stand and United we fall

By: Abhinav Sridhar, PGDM(2012-2014), WeSchool

Manchester United- what strikes first when we hear name of this club. Let me put them down some of the things that come to my mind and these might be common with many football enthusiasts across the globe; World's top football club, title winners whether it be the EPL(English Premier League), UEFA Champions League, Carling Cup, European Super Cup, FA(Football Association) Cup, World Club Football winners. The number of accolades that this club has won in last decade would be a history in itself to say the least.

The team has been a front runner every aspect in the world of Football whether it be winning titles, having the maximum fan base across the world, or be it having the world's top football players associated with it. The surveys conducted for judging the football club with the largest following in the world suggested that the Manchester United or United which is more popularly used as the leader by a clear margin in spite of prominent clubs from Spanish League like Barcelona, Real Madrid , from EPL like Chelsea, Liverpool and Arsenal. The most popular club in Asia as well is the United team which contributes the maximum in the survey detailed above.

Coming to the topic of contention for this article, side of the club looking dull; its finances. The club is owned by the Glazer's family from the US. The club is facing a huge debt and if this situation continues for a long duration would go in a long way to disrupt the club's exhilarating performance of the past. There has been news about the IPO launched by United(the Glazer family owned) failing miserably and measures being taken to hedge the losses and also cover for some debts.

The US-based Glazer family who own Manchester United have signalled their intention to move the club's registration to the tax haven of the Cayman Islands and float its shares on the New York Stock Exchange. The principal intention, set out in a US Stock Exchange registration statement, is to sell enough shares to new investors to pay off an as yet unspecified portion of United's £423m debts, which the Glazers loaded on to the club when they bought it in 2005. To date the Glazers' takeover has cost United more than £500m in interest, bank charges and fees,



Image Courtesy: [www.freemalaysiatoday.com](http://www.freemalaysiatoday.com)



# Finance

The registration statement makes it clear that the Glazers have reorganised the ownership of United via the Cayman Islands, so they can raise cash from investors while retaining control of the club. The United shares will be split into two classes, A and B; the A shares will be offered for sale to investors on the New York Stock Exchange while the Glazer family will retain ownership of the B shares, which carry 10 times the voting rights of the A shares.

Manchester United Ltd, reorganised to be a Cayman Islands company, will, the document says, remain owned by the "linear descendants" – the five sons and one daughter – of Malcolm Glazer. Not only will investors have diluted voting rights but there is no intention even to pay them a regular dividend, so the investment would be to realise some future gain via the Cayman Islands if they sell the shares. The registration statement does not set out yet how many A shares will be sold on the market, nor the price which will be set, and therefore the total by which the family is seeking to reduce United's huge debt.

In part a sales pitch aimed at enticing investors to buy the shares in United, the document talks up the club's popularity and commercial reach, claiming it has 659m "followers" worldwide. Coming after a season in which United were piped to the Premier League championship by Sheikh Mansour's lavish-spending Manchester rivals City, and were knocked out of the European Champions League in the group stage, the document boasts of a massive global TV audience and that "over 5 million items of Manchester United branded licensed products were sold in the last year".

The "strategy" for United is also set out, specifying how the family intends to "increase our revenue and profitability, by expanding our high-growth businesses that leverage our brand, global community and marketing infrastructure". The Glazers state they intend to develop areas including "global and regional sponsors, retail, merchandising and product licensing, exploit new media and mobile opportunities, enhance the reach and distribution of our broadcasting rights [via United's MUTV channel] and diversify revenue and improve margins".

The document states confidently: "We believe that we are one of the world's most recognizable global brands with a community of 659m followers"; and it predicts that football's popularity and profitability around the world will continue to grow.

As required by Stock Exchange regulations, the document also sets out risk factors which investors should take into account before buying shares. These feature generalised warnings about maintaining football's popularity and crowds at Old Trafford holding up despite the recession. There is, however, a formal warning that United's debts, wholly imposed by the Glazers' original takeover, "could adversely affect our financial health and competitive position".



Image Courtesy : [www.static.guim.co.uk](http://www.static.guim.co.uk)

# Finance

The document explains that the debt, still at £423m, despite the £500m United has paid out since 2005, could affect the club's ability to compete for players and soak up cash. That is the impact of the massive Glazer debts which their representatives and United's chief executive, David Gill, have always denied. This flotation of Manchester United, re-registered in the Cayman Islands and sold via New York, is intended finally to reduce that indebtedness, by finding outside investors willing to buy shares, while the Glazers remain in control.

Manchester United's debt crisis has been a concern not only for its supporters but also the entire football fraternity as the club is home to many great football performances. The hope of each football enthusiast is that it could come out of this crisis as soon as possible and removes dull and grim aspect of the club.

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# Operations

## Role of IT in Sports Management

By: Shashank Srivastava & Sarbaswarup Mohanty, PGDM(2011-2013), IIM

### Introduction

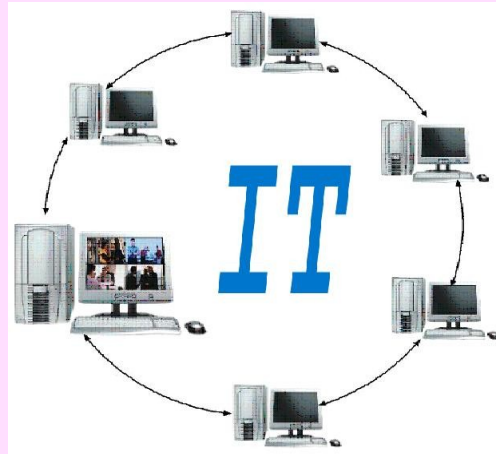
Sports as an industry has excited us through the spotless entertainment it provides. In recent years, Sports industry is not averse to the growth of Information Technology. Right from the decision making in sports to the creation of official match schedules, the industry has grown in stature with the growth in Information Technology.



The article talks about how the sports industry is impacted with the growth in the information technology and how much it has changed the experience factor. The most important piece of equipment that lies at the heart of the whole IT process is the computer. It is the piece of equipment that allows the sports administrator to maximize the return on scarce resources whether this is people, facilities and equipment or finances. In turn, it is also perhaps the single most important tool to the sports administrator to extend the reach of sport to as many potential participants as possible.

### IT in Sports Management

One example for how IT has changed the sports industry is visible clearly in F1 races. The fact that the F1 race car is actually a storage device with a capacity of 20GB is the startling evidence. Every lap of race, there is a transfer of 20MB of data from the driver to the technical crew, providing vital information. The whole data processing is done just like the speed of the race car. The 100s of sensors in the car keep tracking the performance of the car over the whole race and stores it in the database. This information is downloaded just after the race, for analysing the performance of the car. The race cars are simulated in the virtual environment for the testing the aerodynamics, drag etc., this in turn has helped the F1 teams to save costs in huge numbers. These kind of vital data's have given an edge for the team which best utilises its IT resources in this industry.



is

Image Source: <http://egov.eletsonline.com>

# Role of IT in Sports Management

## Use of IT in Umpiring and Coaching

**HAWK EYE:** Hawk-Eye is a complex computer system which is used to visually track the trajectory of the ball and display a record of its most statistically likely path as a moving image. In cricket and tennis, it is now part of the adjudication process.

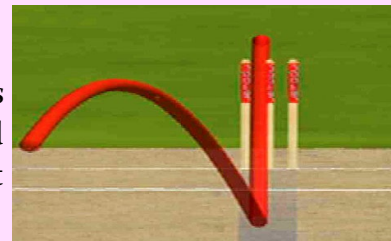


Image Source: <http://sportingattitude.com/>



**HotSpot:** It is an infra-red imaging system used in cricket to determine whether the ball has struck the batsman, bat or pad. The cameras sense and measure heat from friction generated by a collision, such as ball on pad, ball on bat, ball on ground or ball on glove

Image Source: <http://mctdaily.blogspot.in>

**Snickometer:** Commonly known as Snicko, it is used in televising cricket to graphically analyse sound and video, and show whether a fine noise, or snick, occurs as ball passes bat.

**VIS Track System:** This is used for evaluating and archiving performance data of players in real time. This employs the latest computer algorithm and camera technology. This software helps in retaining player data and ball data which can be represented in the form of 3D animations and graphs and can be later used by managers and players to analyse player ball possession or of their individual contribution or in devising attacking strategies.

**Goal Line technology:** It is a proposed technology currently in testing stages, which determines when the ball has completely crossed goal line, assisting the referee in calling a goal or not.

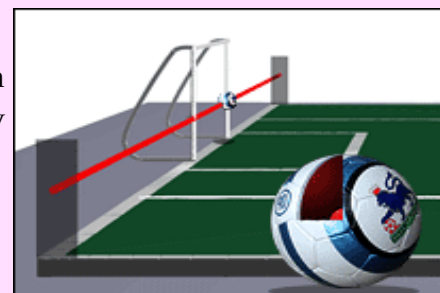


Image Source: <http://catholicsportsjournal.com>



Image Source: <http://verybestsites.com>

## Sports Websites

All information about the recent updates of sport activities is available on the websites. This has helped fans to be updated about their favourite sports. This has also provided the management to better connect with the fans which has increased fan following for certain sports and specific teams and clubs.



# Operations

## Beyond Television

IT has enabled to not only receive information but also view the videos of the matches on mobile phones. In an era where TV watching hours is reducing among younger generation, this has been one of the breakthroughs which will help the fans to watch matches being anywhere.

## Technological Revolution

A far more powerful and useful kind of database for sport managers than the one that comes in the standard software suite: the relational database. A relational database is a data management system that stores information in a series of tables consisting of rows and columns of data. When the operator conducts a search, a relational database allows the individual to match data from one table with data from a second to produce a third table or a report.



## E-Commerce

Most of the fans want to have wear jerseys and accessories of the teams they support. But it was not possible to buy authentic items all over the world. E-commerce has removed this barrier. This has also helped to increase fan following.

Image Source: <http://webmineint.com>

## Caveats – What should we watch out for when it comes to adoption of IT in sports?

Since 2002, computing has become exponentially cheaper and information asymmetry has reduced drastically. Everyone has the same set of tools their competitors have. Over-reliance on information and technology may back-fire. It is no longer a differentiator but rather a bare minimum.

## Conclusion

Like a coin having two sides, the world is still contemplating the impact of IT in Sports industry. The evolution of gaming industry, adopted from sports, is accused of playing the spoilsport as it imparts addiction and the laziness for the future generations. Yet, the power of brain of man is limitless when it comes to IT, as these needs are being identified through the new innovation happening in this field. These and other new technologies have the potential to transform the way fans consume sports. Whatever we say, the IT in sports is providing the richness of experience, a feel which was not felt before!

—————O—————

# Olympics : From Flame to Laser

## Olympics: From Flame to Laser

By: Divya Jotwani, PGDM(2011-2013), We School

As Albert Einstein had said “Time is relative”, so a difference in few hours changes the time zone, few minutes may cause you your flight, few seconds could save a life and a microsecond is all it takes to decide a gold medalist from silver. So it becomes a necessity to measure each moment accurately and technology has played a vital role in Olympics.

From ancient Olympic where only Greek Men competed in few competitions like running and discus throw to Modern Olympics where 200 countries compete for around 30 sports which includes Taekwondo, Volleyball, Mountain Biking etc. We have seen many new changes in technology affecting the course of Olympics history be it from: Developing an all weather torch in 1988 which stay lit for 88 days and 18000 kilometers, broadcasting live Olympics in 1960's or introduction of live streaming in last Beijing Olympics. So this London Olympics too had its own share of new technological marvels being introduced and let's have a look at few of them.

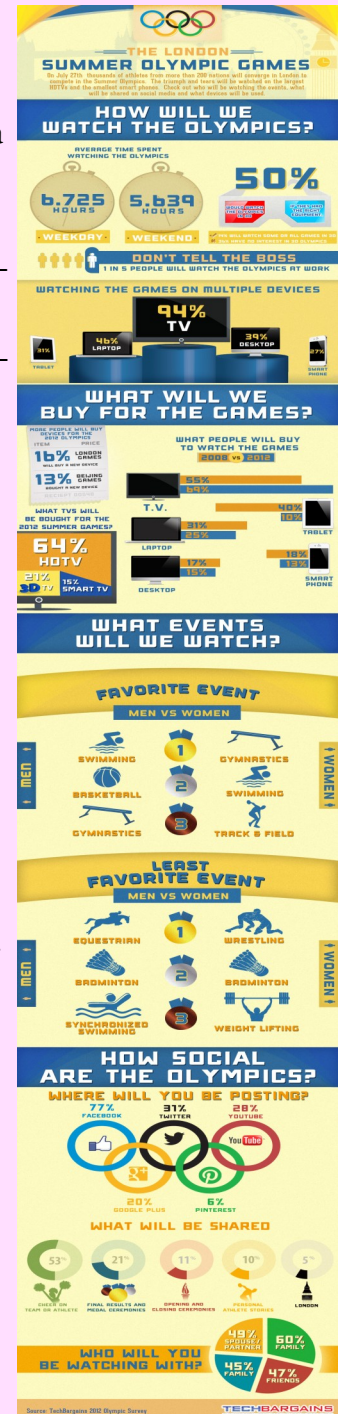
### Quantum timing

The last time the Olympic Games came to London back in 1948, Omega revolutionized accurate timekeeping with the first photo-finish camera. Dubbed the Magic Eye, the device was accurate to a thousandth of a second — a vast improvement over previous years in which events were still hand-timed.



Image Source: <http://digitaltrends.com>

Fast forward to the present, and timekeeping has once again become more accurate than ever before. Race times in the London 2012 games will be accurate to one microsecond (0.00001) thanks to Omega's new



<http://www.mediabistro.com>

# Operations

quantum timers. That's — quite literally — faster than the blink of an eye, which takes roughly 350,000 microseconds. The coolest part is that Omega's timer can track the times of sixteen different competitors simultaneously.

## **L2012 Camera:**

It seems that sports fans and journalists aren't the only ones utilizing social media in the Olympics. The L2012 Pool Camera is an underwater camera that is based at the bottom of the pool, and yes it uses Twitter to tweet photos of Olympic swimmers in action. The L2012 Pool Camera's description reads: "I match the world's best swimmers, stroke for stroke. They speed along on top. I race along the bottom, always looking up – and always wet."

The camera was first used in July 27 and its first tweet (with its first photo seen above) says, "In position under Lane 4. Join me underwater for a different perspective on #Swimming at #London2012." So far, the L2012 Pool Camera has tweeted 17 times since the games started. However, the L2012 Pool Camera isn't alone. There's also the L2012 Stadium Cam, a camera that can tweet photos of track and field athletes.

Check out the Twitter page at: <https://twitter.com/L2012PoolCam>

## **Laser pointer on shooting guns:**

For the first time in pentathlon, laser guns will replace the traditional pellet and air guns. The laser guns are safer for spectators, and allow them to sit just 20m from the action. The German-made guns are an exact weight and size of the old 4.5mm guns but instead contain a single AA battery rather than pellets. The laser technology was first used in the 2010 youth Olympics in Singapore, and impressed athletes and organisers. Shooting results have improved with laser guns as competitors can keep a better record of their performances and training.



## **Pressure-sensitive starting blocks**

Ever since the 1976 games in Montreal, false starts have been detected by meas-

uring when a sprinter's starting blocks move back 5 millimeters. If this movement was triggered any sooner than a tenth of a second after the gun was fired, a false start would be declared. Humans generally can't react to sound any faster than a 0.1 second, so anything faster than that isn't allowed. Rather than relying on movement, the starting blocks in London will detect false



# Olympics: From Flame to Laser

The starting guns have also been improved. Since the sound of a traditional starting gun reaches each sprinter at a slightly different time depending on their distance from it, a better system was needed. This year, the “gun” is entirely electronic. When it goes off, the sound is broadcast through speakers located behind each runner, which ensures that each athlete will hear the “shot” at precisely the same moment.

## Track Design:

As if adding new gadgets and gizmos were not enough that they have even come up with a new track design all together. The Mondo Track consist of two layers of vulcanized rubber which separates the traction and shock absorption properties. The track's slip-resistance means that the spikes don't need to pierce its surface to get a grip, boosting the athlete's performance by cutting the penetration/retraction time 3: Elongated diamond shape cells, resembling a honeycomb, flex in every direction, providing more cushioning, optimum energy return and shorter reaction time.

The material comes back quickly enough to act like a springboard underfoot providing more energy return and assisting the athlete into the next stride.

## Socks that can keep score:

Hit-and-miss judging might have cost athletes a medal in the past especially British taekwondo competitor Sarah Stevenson , but the World Taekwondo Federation won't be taking any chances with the introduction of a revolutionary electronic scoring system.

For the first time in Olympic history, sensors will be fitted to an athlete's socks and body armour with the aim of removing human error from

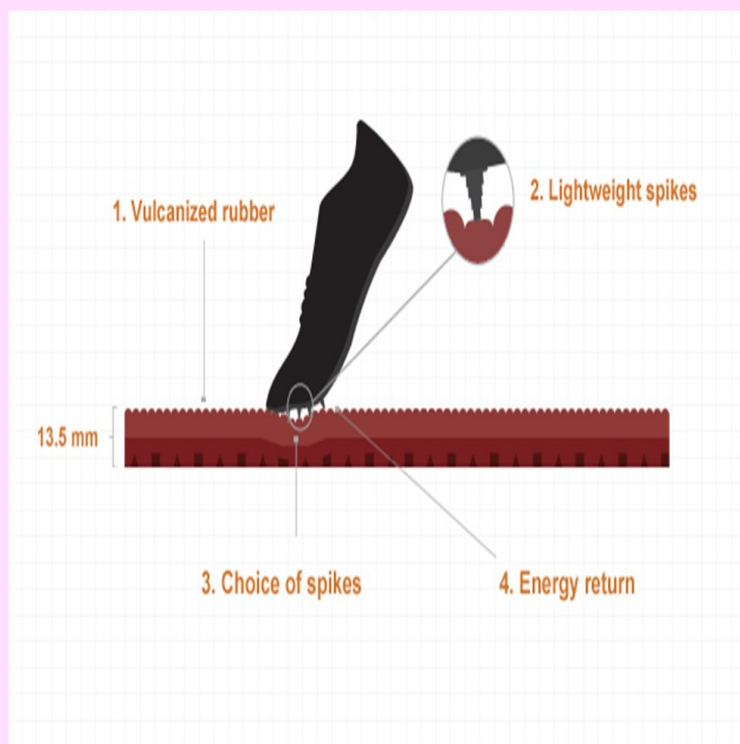


Image Source: <http://bbc.co.uk>



Image Source: <http://realisemyproduct.co.uk>



# Operations

judging. The sensor technology, developed by Spanish company Daedo, works by registering a point when the sock connects with sufficient power and good contact.

With all these technological equipments, athletes are becoming far more competitive with each passing Olympics. Even countries are using all the possible technology to coach the best of all the players like AIS (Australian Institute of Sport) invested 17 millions dollars in mounting 30 cameras under water to capture data for each stroke on camera or Canadian coach using 3 \$ app to compile various videos through his Baseball Coach Plus App. With so many new advances it becomes evident that companies and countries do understand the importance of technology are investing heavily every year. We have finished with this year and lets watch what new the other Olympics has to offer... Chao for Now !

—o—

# WeChallenge!

1. Which was the first ever sporting event to be broadcast live on the YouTube?
2. On the May of 2010, the world was introduced to a couple of steel drops from a steelworks. One of them was named after a town and the other after a hospital. What are we talking about?
3. Who captained India's first Test cricket team on the eve of its inaugural match played at the Lord's in 1932?
4. Connect the following to an entity in the context of sports management



5. Which brand has been sponsoring and presenting the "Most Valuable Player" Award at the Asian Games since 1998?
6. It was founded in 1927 with Sir Dorabji Tata as its first President. It was in news recently for all the wrong reasons. What are we talking about?
7. It was founded by a father-son duo and an insurance agent under the directions of a man who went on to become the commissioner of the US Football League. What are we referring to?
8. Two individuals share the distinct honor of having been awarded with both- the Rajiv Gandhi Khel Ratna Award and the Dronacharya Award. Name them.
9. Which cricketer had the greatest insurance cover during the 2012 season of the Indian Premier League?

# WeChallenge!

10. Connect the following to an entity in the context of sports management ?



dentsu



11. Identify the Hidden Logo :

1.



2.



3.



4.



5.



6.



**For Submission Details, see page no: 58**

# Peak Performing Theory

## Peak Performing Organization Theory

By: Shreyas Zavar , PGDM Rural Management (2012-2014), WeSchool

Peak performance is defined as continuously exceeding organizational best on pursuit of the organizations purpose. PPO (Peak Performance Organization) theory commences with “Inspirational players”. These players are instrumental in effecting PPO concept. Inspirational players are central to establishing an organizations purpose.

Some inspirational players become icons of the sport and society as well. Franz Beckenbaur is German soccer; Michael Jordan personifies basketball, Team Zealand in the Americas Cup for international yachting, The New York Yankees in baseball, The New Zealand Rugby Union, Women’s Hockey Australia etc. The powerful Bulls Brand, arguably the most evocative in all pro sports was separated from Michael Jordan while Franz Beckenbaur features only lightly in the marketing of his organization. They extend rather than transcend the inspirational dream.

There are four PPO principles.

**PURPOSE:** The greatest imaginable challenge, The inspirational dream & Focus

**PRACTICE:** Creating the future, Sharing the dream & Family

**POTENCY:** Harmony, Passion & Flow

**PERFORMANCE:** Game-breaking ideas & Exceeding Organizational best (EBO)

The two base concepts of each triangle support each peak or apex concept. All the concepts develop from and relate to each other in a seamless manner. These principles must be implemented sequentially and cumulatively and they are mutually reinforcing. In PPO theory purpose replaces vision & mission, focus replaces strategy, flow replaces motivation and inspiration replaces leadership.

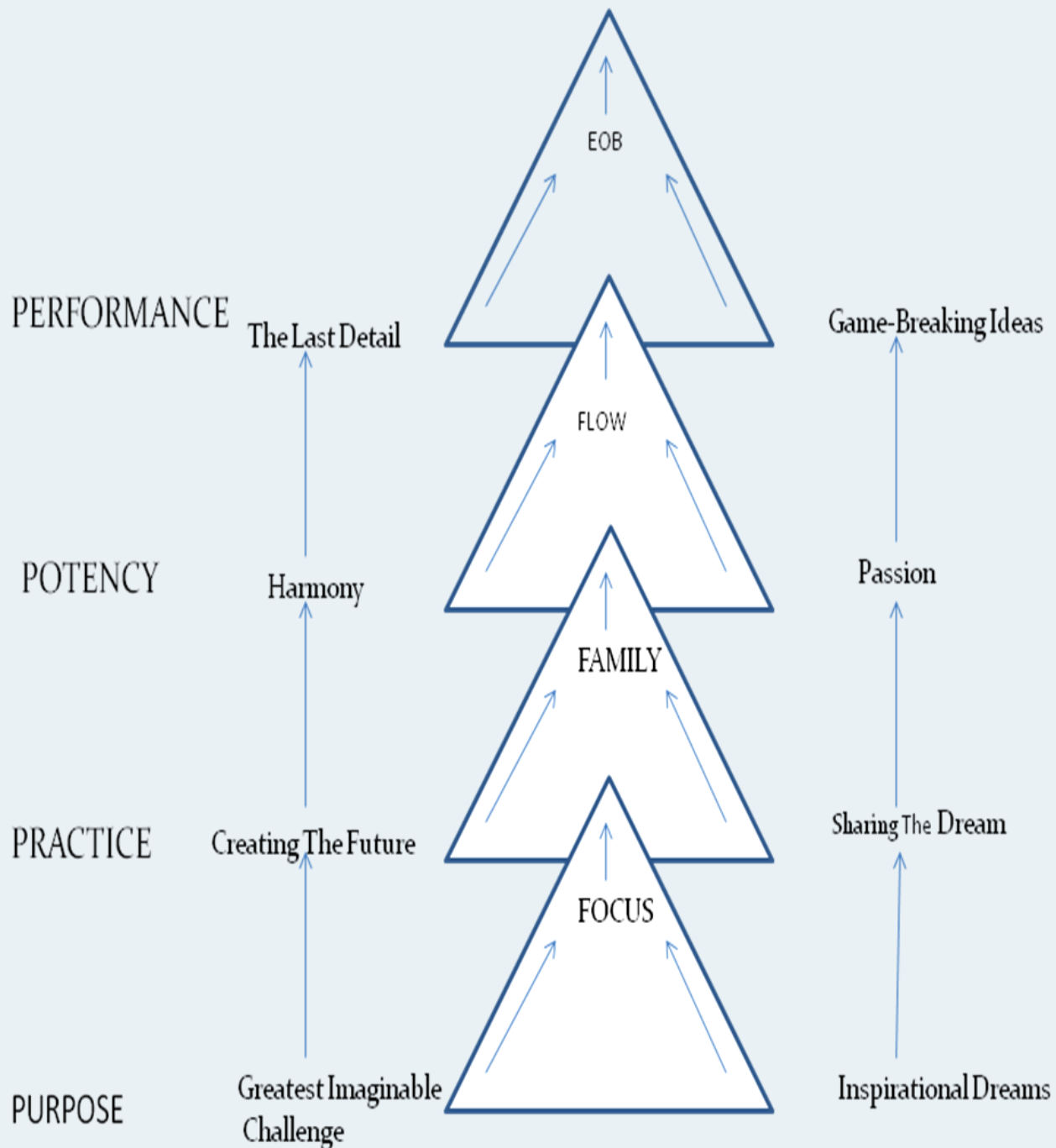


Image Source: [http://harvestmagazine.blog.com /](http://harvestmagazine.blog.com/)

Story telling not change management provides the pathway to peak performance.



# General Management



## Inspirational Players

The following table sets out the relationship among the inspirational dream, the greatest imaginable challenge and the focus for each PPO case studies.

# Peak Performing Theory

Organization	Inspirational Dream	Greatest Imaginable Challenge	Focus
Atlanta Braves	Live the American dream through sustained baseball supremacy	To win world Series	Recruit & develop the very best players through coaching & scout-
Bayern Munich FC	Soccer for the greater good of society	To be world's greatest soccer club	Recruit & develop the very best players through coaching & scout-
Chicago Bulls	Winning for Chicago	To be in contention for NBA championships	Creates magical sports entertainment
New York Yankees	Live the American dream through sustained baseball supremacy	To continue to be the world's most successful baseball team	Recruit & develop the very best players through coaching & scout-
New Zealand Rugby Union	Inspire New Zealand nation with their rugby achievements	To win all international matches	Build a portfolio of world-beating brands
San Francisco 49ers	The quintessential supremacy football family	To win next Super Bowl	Look after the team
Team New Zealand	Sailing & technological supremacy for	Beat the billionaires	Increase the speed and manoeuvrability
U.S. Women's Soccer	Recognition & respect for women's soccer	To win all international matches	Development of Infrastructure
Williams F1	The joy of speed and technological	To win all Formula One Championships	Technological Innovation to make the car go faster

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# General Management

## Demand for MBA's in Sports Management

By: Shreya Agrawal, PGDM (2011-2013), WeSchool

*"Management is the process of working with and through others to achieve organizational objectives in a changing environment. Central to this process is the effective and efficient use of limited resources" By - Robert Kreitner\**



[http://www.ehow.com/list\\_6152850\\_universities-master\\_s-programs-sports-management.html](http://www.ehow.com/list_6152850_universities-master_s-programs-sports-management.html)

When it comes to choosing a potential career path, MBAs have traditionally viewed sports as a passion rather than a possible option for their future. But now, as massive investment and numerous revenue streams emerge all around the globe, there is more room for talented MBA business leaders in sports management. However, there are also a very limited number of accredited MBA programs specializing in sports management.

Historically few, particularly outside the US mainstream sports, were run as organized businesses and did not demand the layers of management seen in traditional MBA sectors, such as finance, marketing, operations, human resource, systems, etc.

There was also a perception that to excel in the management of a sport, applicants would need to have played that sport at the highest level. But this perception has changed over the past two decades by the Real Madrid's manager Jose Mourinho's significant success as a coach despite his lack of success as a player. "The importance of managerial expertise is now largely acknowledged," he explains, although, he adds that a "real passion" for sport is still necessary to understand how such organizations work. "This is what makes a specialized MBA such a relevant

# Demand for MBA's

foundation for future sport managers.”

Sport has expanded its internal talent - it is so much bigger and more dynamic. It needs people from outside and the demand for MBAs is growing very quickly. The demand for candidates with managerial expertise has grown along with the level of money involved in sports, through player transfers, wages and commercial deals. This has created a need for financial & commercial experts, not to mention people with expertise in operations, IT and human resources.

The top management of many recruitment consultancy's, is increasingly being asking its managing team to look outside sports for experienced and talented managers. Recently MU (Manchester United) filled key sports management roles, such as the chief operations officer with people from the FMCG and media sectors.

MBA from Liverpool's Football Industries, UK which began in 1997, is the only one of its kind in the world, according to Pearson. Set-up in consultation with the football industry, which has made it clear it felt there was a need for vocational business qualification, Pearson keeps the course program up to date using the alumni network. He estimates he has about 150 graduates working in football and sport in varied roles, but leaning towards the commercial side at clubs such as Manchester City and Everton, the Football Association, the Asian Football Association and related organizations in South America.

Having a MBA could help to differentiate candidates from the pack. “Even the role of the collegiate athletic director has evolved from oversight and budget management to revenue producing. Sports need individuals with good business skills and excellent communication skills,” Tiell\*\* says.

Sports are not recession proof, but many areas have continued to grow despite the recent economic downturn, because governments have begun to understand the value to their economies of hosting sporting events. In line with those salary levels, which were previously significantly, lower than other sectors, have now “grown up”.

Through digital channels, some clubs and teams could access up to 10 Crores supporters world-wide, so there is potential in digital arena of sports to increase revenue. Sports organizations, specialist agencies and clubs will need people with real knowledge of digital and mobile sectors. Sports may not have been top of the list for business school graduates in the past, but as the



Image Source: <http://www.mbaprograms411.com>



# General Management

organizations within sports become more professional, competition for talented graduates of MBAs in sports management is expected to become stern.

*\*Robert Kreitner is a Senior Lecturer in Management at Arizona State University, U.S.A and has written many books on management & organizational behaviour.*

*\*\*Bonnie Tiell, associate professor of management and Dean of Graduate Studies for Tiffin University, Ohio, U.S.A*

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# Booming Industry!

## Sports Management: A Booming Industry

By: Supriya Gunthey , PGDM (2012-2014), WeSchool

According to DeSensi, et.al, 2003, sports management is considered to be a combined task of planning, organizing, directing, controlling, budgeting, leading, and evaluating for an organization or department which is providing service related to sports or physical activity. Parkhouse in 2005 carried out a research on impact of sports on the economy and observed that sports industry in US is the sixth largest industry and values up to \$213 billion every year. The work profiles are related to management, marketing, public relations, communications, facility and event management, sales, program development, and human resource management in public, non-profit, and commercial sport organization.



Image Source: <http://scf.usc.edu>

In a research it was observed that sports rank seventh on how much people are willing to spend for leisure and entertainment. It comes right after alcohol, illicit drugs, sex, dining out, movies, and gambling.

Presently India has a huge market and high opportunities for sports. The high economic growth has resulted in a rising middle class society who can afford some disposable income and leisure time, resulting in rapid growth in advertising. Both the local and international companies are targeting to exploit this lucrative, underdeveloped market. The SportBusiness has suggested that a huge market for sports TV rights and marketing is flourishing in India. It has been estimated that sports would collect revenue of about \$250m per year worth of sponsorship and TV rights worth more than \$350m per year in near future and both these markets are growing fast.

Past several decades have seen India's love affair with Cricket. Many examples could be seen during the match season where television advertisements, billboards and even facebook lure the audience. The potent mix of sports and bollywood glamour attracting both male and female audience, has created a success. What started as a ritzy domestic tournament has now become a billion dollar event. The launch of the Indian Premier League, a new Twenty20 tournament was a massive boost to the amount of revenue spent around sport as well as an instant global phenomenon. Now the question is could India fall in love with anyother game?

Many believe that it could, one of them is Nimbus Communications, an Indian sports conglomerate. Nimbus Sport, a branch of Nimbus Communications, has launched a national hockey

# General Management

league. It was followed by Super Fight League, a mixed martial arts contest. And a football league in the northern state of West Bengal is scheduled to start in November. All of the contests are trying to recreate the magic of IPL. All these private groups earn their money from the television and online broadcast deals, in line with the IPL's model.

The second way to bring in cash is sponsorships. India first experienced sports marketing on a grand scale when the late Mark Mascarenhas & World Tel signed Sachin Tendulkar for a whopping \$ 1 billion way back in 1996. It was the first time that Indian sports landscape had an experience with sports marketing at this price point.

However, were cricket to be the only game in town the prospects for the market wouldn't be as enticing. Recent months have witnessed a number of developments that suggest that other sports are starting to become serious proposition.

Vijay Mallya's Formula 1 team Force India has received a huge surge of interest. Badminton and tennis both are enjoying record levels of success with a keen audience. Football has also started to gain large number TV audiences. The recent numbers for football are highest ever observed in India with the audience rooting for international leagues and competitions. Occasionally sports like golf are also fishing for a substantial share of audience time. The sports calendars also mark some other important events like the Commonwealths games, Cricket World cup and Olympics.

Farokh Balsara, who leads Ernst and Young's media and entertainment division in India believe that the games other than cricket are growing. He sees an unmet appetite for other sports in India's young population—the country's 1.2 billion people have a median age of around 25 years— which is a huge potential audience for national tournaments.

## Opportunities in the Business of Sport

As compared to international opportunities in sports marketing, the opportunities in India are restricted to organizing events, selling sponsorships & ads for the sports properties & individuals. These restricted opportunities in sports marketing can be largely attributed to the role played by various governing bodies in India. However for the first time, in form of Indian Premier League (IPL) Indian sports in any form has seen participation from independent entities who have invested heavily in the game. IPL has brought into vogue many new aspects of sports marketing. We now see cricketing teams advertising across mediums, merchandise created for fans to buy. Teams are putting in efforts to create a contact with the fans through various other initiatives & contests.



Image Source: <http://www.ehow.com> 2

# Booming Industry!

The Indian market presents a tantalizing prospect for organizations across the business of sport including:

- Local and international brands looking for ways to build their share of a huge consumer market
- Sports federations hoping to boost participation and grow commercial revenues.
- Event and tour organizers seeking new destinations for sport.
- Agencies and sport professional services aiming to grow internationally.
- Stadium architects and contractors wanting to explore new opportunities.



Image Source: <http://mumbaispider.com/>

Indian sports industry is worth \$ 4-5 billion currently. The huge population of over a billion people in India can increase the size of the industry multi fold in next few years. This is a reason that is strong enough for the stakeholders to move up the value chain and offer an integrated approach to the domain of sports marketing.

It will not be long before we see an advent of niche international sports consultants tapping into the Indian sports marketing pie.

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## FUN FACTS!!!

### Plastic:

- 1) Plastic bags and other plastic garbage thrown into the ocean kill as many as 1,000,000 sea creatures every year!
- 2) Recycling plastic saves twice as much energy as burning it in an incinerator.
- 3) American throw away 25,000,000,000 styrofoam coffee cups every year.

### Glass:

- 1) The no of glass bottles and jars, thrown away every month are enough to fill up a giant skyscraper. All of these jars are recyclable!
- 2) The energy saved from recycling one glass bottle can run a 100-watt light bulb for four hours. It also causes 20% less air pollution and 50% less water pollution than when a new bottle is made from raw materials.
- 3) A modern glass bottle would take 4000 years or more to decompose -- and even longer if it's in the landfill.
- 4) Mining and transporting raw materials for glass produces about 385 pounds of waste for every ton of glass that is made. If recycled glass is substituted for half of the raw materials, the waste is cut by more than 80%.

### Paper:

- 1) Recycling a single run of the Sunday New York Times would save 75,000 trees.
- 2) If all our newspaper was recycled, we could save about 250,000,000 trees each year!
- 3) Approximately 1 billion trees worth of paper are thrown away every year in the U.S.
- 4) the average household throws away 13,000 separate pieces of paper each year.
- 5) 17 trees saved can absorb a total of 250 pounds of carbon dioxide from the air each year. Burning that same ton of paper would create 1500 pounds of carbon dioxide.
- 6) Each ton (2000 pounds) of recycled paper can save 17 trees, 380 gallons of oil, three cubic yards of landfill space, 4000 kilowatts of energy, and 7000 gallons of water. This represents a 64% energy savings, a 58% water savings, and 60 pounds less of air pollution!

### Metal:

- 1) Recycling one aluminum can saves enough energy to run a TV for three hours.
- 2) During the time it takes you to read this sentence, 50,000 12-ounce aluminum cans are made.
- 3) An aluminum can that is thrown away will still be a can 500 years from now!
- 4) Every ton of recycled steel saves 2,500 pounds of iron ore, 1,000 of coal,



# Call For Articles

We invite articles for the September 2012 issue of Samvad.

The Theme for the next month: September 2012 - **Management in Fashion Industry**

The articles can be from Finance, Marketing, Human Resources & Operations domains.



## Submission Guidelines:

- Word limit: 1000 words or a maximum of 4 pages with relevant images.
- Cover page should include your name, institute name, course details & contact no.
- The references for the images used in the article should be mentioned clearly and explicitly below the images
- Send in your article in .doc or .docx format, Font size: 12, Font: Constantia, Line spacing: 1.05' to **samvad.we@gmail.com**.
- Please name your file as: <YourName>\_<title>\_<MBAvertical e.g. Marketing/Finance/BMS>
- Subject line: <YourName>\_<InstituteName>\_<Year>
- Ensure that there is no plagiarism and all references are clearly mentioned.
- Like our Fb pg: Samvad: WeSchool Students Magazine

## For the Quiz Contest | The Slogan Writing Contest' | 'Guess the Brand'

### Submission Guidelines:

- Send in your entries to **samvad.we@gmail.com** by **28th September, 2012**.
- Please mention your name, institute name, course details & contact number in the mail.

## For 'WeChallenge'

### Submission Guidelines:

- Winners to be decided on basis of the time by which we receive your entries
  1. First place for entries before 13/09/2012
  2. Second place for entries before 19/09/2012
  3. Third place for entries before 26/09/2012
- Send in your entries to **samvad.we@gmail.com** by **28th September, 2012**.
- Please mention your name, institute name, course details & contact number in the mail.



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# O Captain! My Captain!

O CAPTAIN! my Captain! our fearful trip is done;  
The ship has weather'd every rack, the prize we sought is won;  
The port is near, the bells I hear, the people all exulting,  
While follow eyes the steady keel, the vessel grim and daring:  
But O heart! heart! heart!  
O the bleeding drops of red,  
Where on the deck my Captain lies,  
Fallen cold and dead.

O Captain! my Captain! rise up and hear the bells;  
Rise up—for you the flag is flung—for you the bugle trills;  
For you bouquets and ribbon'd wreaths—for you the shores a-  
crowding;  
For you they call, the swaying mass, their eager faces turning;  
Here Captain! dear father!  
This arm beneath your head;  
It is some dream that on the deck,  
You've fallen cold and dead.

My Captain does not answer, his lips are pale and still;  
My father does not feel my arm, he has no pulse nor will;  
The ship is anchor'd safe and sound, its voyage closed and  
done;  
From fearful trip, the victor ship, comes in with object won;  
Exult, O shores, and ring, O bells!  
But I, with mournful tread,  
Walk the deck my Captain lies,  
Fallen cold and dead.

- Walt Whitman

Image courtesy: Siddharth Dikhale, PGDM (HR), 2011-2013, WeSchool Mumbai