Chapter I

Introduction

Introducing the Theme

The game of cricket in India has undergone a process of steady transformation from a Pastime of the elite section of the Anglo-Indian society to an entertainment for the masses. In the process, it has been totally commercialised, benefiting all the stakeholders in a game of cricket, viz., the organisers, regulatory bodies (both national and international), players and all those involved in organising a major event.

When the Board of Control for Cricket in India (BCCI) was first established in 1928, the emphasis was on a 5-day-long test cricket or a 3-day-long Governor’s Eleven, characterised by leisurely enjoyment of a privileged class. Funds were voluntary contributed by the landed aristocracy and the emerging captains of industry, looking for an identity in the corridors of political power.

This scenario continued even after the independence of India in 1947 for a considerable period of time and the Marylebone Cricket Club (MCC) remained the main governing body for conducting international test series. With the advancement of technology, particularly satellite technology, and improved connectivity together with the advent of information technology, the appeal of the game of cricket extended beyond the realm of the erstwhile colonies and assumed a wider dimension, necessitating the formation of the International Cricket Council [ICC] (comprising 104 member countries).

This paved the way for subsequent commercialisation of the game of cricket and transforming it into a game for general masses from essentially an elitist sport. At the same time, with the growing complexities of business and society, the luxury of
spending 5 days for enjoying the game of cricket was fast becoming a too expensive proposition and the attractiveness of test cricket started waning. It was Kerry Packer who could foresee the writings on the wall (i.e., the natural eclipse of the test cricket) and he was the pioneer in giving a fresh lease of life to the game of cricket by introducing the one-day cricket system. This served the twin purposes of commercialising the game of cricket and making it a game for the general masses. Packer made cricket a business by making the game a product, the players its assets and the viewers its customers.

The golden era of the Indian cricket began when India lifted the World Cup in the year 1983, defeating strong cricketing teams, e.g., West Indies, England, etc. Incidentally, TV came to India in 1975 and there was great demand for viewing cricket live in TV. This gave rise to the concept of selling the broadcasting right as a major revenue-earner, replacing the sale of tickets and other forms of advertisements. The BCCI, with its dynamic vision, professional outlook and marketing strategy in the new emerging scenario during the next 25-30 years, made the game of cricket the national sport of India. In the process, it became the richest sporting body nationally.

This trend continued and the latest innovation is T-20(Twenty-Twenty). In T-20, the form of the game has been successfully restructured to pull in more crowds. The focus now is on providing the maximum entertainment possible to a viewer and promoting the sport as a means of relieving stress, offering at the same time the value for money. Indian Premier League (IPL) tournaments in T-20 formats are unique in the sense that these combine entertainments and the skills of the players together, reducing the duration of the game even shorter. Moreover, those tournaments provide an opportunity for the corporate sector to view the sport as an investment prospect, capable of generating good returns.
Based on an appreciation of the emerging scenario, it may be observed that this transformation of the game of cricket may be attributed, *inter alia*, to the successful application of a number of managerial techniques for the promotion of cricket consciously pursued by the BCCI and, under its guidance, by its affiliated state units.

**Review of Literature**

In fact, there is no in-depth study on the application of the managerial techniques, which have transformed the game of cricket in India. A review of the books published on cricket shows that, though those have dealt with a large number of aspects, fundamental, commercial and managerial aspects have not been taken care of in the true sense.

*Guha (2002)*, a renowned author on the game of cricket, has brilliantly analysed the socio-political aspects of the game, dealing with its impact on the social life in India -- starting from its introduction and the gradual transition it underwent during the pre-independence and post-independence periods.

*Majumdar (2004)*, a Rhodes scholar and historian of cricket, has dealt with the historical development of the game of cricket in India against the backdrop of growth of this game in the other countries of the world, highlighting the important role played by the key functionaries in the process.

Much of the same ground has been covered by *Mukherji (2005)*, a noted commentator of cricket, narrating at the same time the forces of regional politics, which denied potential players the scope of proving their talent as a cricketer at the national and international levels.

*Bhimani (1989)*, also a noted commentator, has reminisced his interaction with cricket icons and officials but much of his book focuses on the achievements and personal attributes of the ‘little master’. 
Foreign authors, such as Major (2007), the former British Prime Minister, Cardus (1947), and James (1989), the great cricket journalists and writers, and Waugh (2005), the cricket icon, have viewed the game of cricket from their individual countries’ perspectives.

Major (2007) laments the waning of the elitist culture in cricket and has sought to glorify the cricket as a game of gentlemen. He considers the crucial role of the wealthy patrons who gambled huge sums on early matches; the truth behind the legends that have grown around the famous Hambledon club; changes in rules and techniques, including the transition from under-arm to over-arm bowling; the coming of the MCC and its role as the supreme arbiter of the game; the spread of cricket throughout the British Empire, and the emergence of the county game and international competition. He also goes beyond the boundary to examine the social changes that have affected both the game and the wider society.

Cardus (1947) has given an incisive insight into the development of the game in England and its extension in the erstwhile colonies for the initial benefit of the British people engaged in pursuing careers away from their motherland. He has also narrated cricket through the windows of the 19th century as a nostalgic enigma of the Victorian Age.

On the other hand, Waugh (2005) has recounted his passion and the hard work he has put in to achieve the professional success. He, like Imran Khan, has also extensively dealt with the social and charitable work they are associated with in the wake of their success and pride they have achieved from the game.

Mallet (2005) has regarded Ian Chappel to be one of Australia’s greatest test captains and has talked frankly about his years in cricket, other cricketers, both past and present, the administration of game and his occasional association with controversial
social issues such as the campaign against the refugee detention centres. He has attempted to project Ian Chappel as a man who is a forthright person and who led the Australian cricket through its most successful and most turbulent times.

Indian cricketers, particularly Gavaskar (1999, 2002) and Dev (2002), have covered more or less the same grounds as have been covered by Waugh (2005), viz., their rise in the profession and the experience they have gained in pursuing a cricketing career. Mukherjee (1996) has stressed on the progress and development of the game in the educational institutions and local clubs in Patna.

Bhattacharya (2006) has done a pioneering work on the Indian cricket fans but again without any insight on managerial and commercial aspects.

Perry (2001), a renowned writer on cricket, gives his view on Bradman. Apart from being a doyen among the cricketers, Bradman earned a legendary reputation as the game’s most accepted ambassador. The author has suggested that Bradman, with his eminence, is qualified to make the most informed judgement on the composition of the world’s all time best team.

Publications are there dealing with the statistics, history and culture of cricket in the backdrop of the ‘Ashes and Rubber’ and most of the authors are Australian or British. Rajaraman (2001), a noted critic, has observed that nothing, not even the ‘Bodyline’ and the advent of the ‘World Cricket Series’, has ever threatened to erode the image of the game of cricket and the cricketers more than match-fixing. The problem of match-fixing, the enemy within, surfaced in the public domain in the year 2000, reflecting the links between betting and cricket. In a way, this corrupt practice in cricket is a sad reflection of the society in which it is played. This work casts a glance at each of the cricketers who has been banned, suspended or fined by the cricket regulatory bodies across the world. Above all, it attempts to go beyond the cricketers
and look at the administrators who shut their eyes to the reality of match-fixing with the wild hope that it would go away. Booth (2008) has viewed the game from a different angle. According to him, it is an original and engaging journey around the perennially curious world of cricket, leaving no metaphorical ‘leg break’ unturned and peering at the game from every conceivable angle. In this book, he has tried to answer some questions.

1) What are the players really like?
2) What is the secret of sledging?
3) Why get so worked up about the ashes?
4) Why all the clichés?
5) How did India take over the world?

More recently, some work has been done on the commercial aspects of cricket in the wake of success of the IPL, which has elbowed out the Indian Cricket League (ICL) and for the first time the financial aspects have got a prime importance.

A recent trend that has been noticed is that the details on sponsorship amounts, broadcasting rights, advertisement, etc., highlighting the financial aspects of the modern day cricket, are coming in the economic dailies and the leading English newspapers.

Besides, a great deal of relevant materials are available in the proceedings of the meetings and the accounts maintained in the archives of the BCCI and the Cricket Association of Bengal (CAB). However, systematic collection, collation and meaningful analysis of those documents to arrive at meaningful conclusions and develop a cohesive analytical framework is a long-drawn process.

No doubt, those documents give a general idea of the financial success that has been earned by the cricket regulatory bodies and the enhanced earning capacity of the
players and other stakeholders. But those documents do not specifically throw any light on the scope of application of the managerial techniques for improving the performance of the game of cricket.

**Research Gap**

The abovementioned brief review of published works on cricket shows that, though those have dealt with quite a large number of cricket-related aspects from different perspectives, basic commercial and managerial aspects have not been focused and taken care of in the true sense and that has prompted the researcher go for this type of study.

**Objectives of the Study**

The basic objective of this research work is to gather and analyse the perceptions of the cricket administrators in India *vis-a-vis* the relevance of some specific important managerial aspects, both in terms of nature and extent, in effectively enhancing the performance of the game of cricket in India. Such aspects which have been identified, based on the review of the documented literature in this field and interactions with some informed cricket administrators, are *leadership strategy, competitive scenario, marketing effectiveness, and effective HR (human resource) strategy.*

**Research Methodology**

The study is essentially empirical and exploratory in nature.

Against the backdrop of the abovementioned objectives, the methodology has been worked out and followed.

**Sample Design**

For the purpose of designing the sample for the study, at the beginning, the population of the cricket administrators in India has been worked out. For that purpose, the researcher has tried to consider all the working committee members of all the
different state/union territory-level and other types of cricket associations (like Association of Indian Universities (AIU), Services, and Railways), which are functioning as full members under the apex body (i.e., the Board of Control for Cricket in India [BCCI]), for the purpose of working out the stratified population. However, in spite of best efforts and repeated requests, the researcher could not get positive response from all of them. Therefore, the final population (stratified) figure comes to 510 (i.e., 388 [covering Jharkhand (18), Madhya Pradesh (25), Orissa (20), Hyderabad (23), Rajasthan (60), Himachal Pradesh (27), Vidarbha (19), Mumbai (25), Delhi (39), Karnataka (11), Goa (2), Tripura (2), Tamil Nadu (28), and Saurashtra (23), Uttar Pradesh (30), Baroda (20), Punjab (3), and Kerala (13)] plus 59 [covering AIU (21), Services (3), and Railways (35)] plus 63 [covering BCCI (24) and Cricket Association of Bengal (CAB) (39)]). Interestingly, though Hyderabad, Vidarbha, Mumbai, Saurashtra and Baroda are only some cities or regions in different states, separate cricket associations are there under the BCCI. The AIU, Services, and Railways have also separate cricket associations under the BCCI.

State-level bodies of Bihar, Chattisgarh, Manipur and Sikkim are the associate members of the BCCI and the state-level bodies of Arunachal Pradesh, Meghalaya and Nagaland are the affiliated members of the BCCI. The researcher could not get the details relating to the working committee members of the cricket associations of those states. The state/union territory-level cricket associations of Uttarakhand, Mizoram, Chandigarh, Pondicherry and Andaman and Nicobar Islands have only applied for membership of the BCCI and there are no such union territory-level cricket associations in Dadra & Nagar Haveli, Daman & Diu, and Lakshadweep & Minicoy Islands. Therefore, these states/union territories have been excluded for the purpose of the study.
The researcher has tried to cover 20 per cent. of the working committee members of each of such cricket associations which agreed to cooperate and, taken together, that figure comes to 102 (i.e., 20 per cent. of 510). However, in spite of best efforts and repeated requests, the researcher could gather responses from 74 of them. Thus, the effective sample (stratified) for this study comes to approximately 14.51 per cent.

**Data Sources**

In terms of data sources, the survey is mainly based on the *primary data.*

For the purpose of this study, the researcher designed a questionnaire in order to gather the relevant primary data from the said cricket administrators. The questionnaire has two components—*Part A* and *Part B.* The first component (i.e., *Part A*) contains 4 items to gather some relevant biographical information about the respondents, viz., *Gender, Age* (21-30/ 31-45/ 46-60/ above 61 years), *Description* (corporate person/ entrepreneur/ service holder/ sports background), and *Length of Service as Cricket Administrator* (less than 5/ 5-10/ above 10 years).

The second component (i.e., *Part B*) contains 32 items to gather the responses (i.e., the perceptions) of the respondents on a 3-point scale (the response alternatives being agree /undecided /disagree) with respect to the above-mentioned 4 aspects (viz., *leadership strategy, competitive scenario, marketing effectiveness,* and *effective HR (human resource) strategy*).

After designing the first draft of the questionnaire, but before administering that, the researcher undertook a *pilot survey.* Based on such *pilot survey,* some changes were made in the first draft of the questionnaire in terms of addition to/deletion of/modification of some items and, accordingly, the questionnaire was finally designed for the purpose of the survey. The finally designed 32 statements are presented below.
1. The policy-makers are not adequately motivated to provide required leadership.
2. The role of the policy-makers in the development of players is satisfactory.
3. The policy-making bodies are committed to create and maintain a democratic environment for effective functioning.
4. Social networking initiatives at the national level and the international level are satisfactory.
5. Networking with the government and regulatory bodies is far from satisfactory.
6. The policy-makers could not visualise properly the emerging competitive scenario.
7. In terms of appropriate strategy formulation and initiation of pro-active measures, the performance of the policy-making bodies is satisfactory.
8. Increase in popularity of cricket has something to do with the corresponding decline in the other sports within the country.
9. Becoming and remaining competitive in the global place has been consequent upon continuous skill upgradation.
10. Provision for the state-of-the-art infrastructure has contributed substantially to the global competitiveness.
11. In popularising cricket, sponsorship and broadcasting rights are playing a major role in the recent years.
12. Marketing through creation of brand image is resulting in generation of valuable broadcasting rights.
13. Innovation in terms of newer form of games is helping in expansion and market penetration.
14. Substantial increase in revenue generation in the recent years is not necessarily arising only out of advertisement, telecasting rights, sale of merchandise, etc.
15. Substantial enhancement in the compensation package for the players and supporting staff has resulted in spotting and retaining talent.

16. Enhancement in revenue generation in the recent years has facilitated the process of nurturing and strengthening the administration of cricket.

17. Net worth and goodwill of the apex and state-level bodies have improved appreciably in the process of sustaining the competitiveness of the game.

18. Orientation and training do not always play a major role in staff development in the cricket organisations.

19. The process of delegation of authority does not necessarily depend on the effectiveness of communication.

20. The success of the policy-making bodies is largely due to their skills to manage different components of the sports sector.

21. Effective decision-making on a day-to-day basis is not necessarily the main issue before the persons managing sports.

22. Impact of ever-developing technologies in the field of cricket is still not that much highly effective.

23. Handling of organisational politics and political behaviour does not necessarily depend on knowledge about and/or length of association with cricket organizations.

24. Changes have taken place basically at three different levels in a cricket organisation – individual, group and organisation.

25. The transformational leader does not necessarily encourage people in a cricket organisation to become motivated to work hard to achieve the organisation's goals.
26. In sport, particularly in case of professional programmes, it is in the best interest of all the owners and franchisees to help all the teams survive and grow.

27. Performance of the cricket organisations is not always related to consistent demand and annual growth.

28. What each cricket consumer sees and feels is quite subjective and, therefore, it is extremely difficult for the cricket marketers to ensure a high degree of consumer satisfaction.

29. A cricket fan in India may also demonstrate his/her degree of identification emotionally and outwardly.

30. It is not necessarily required for a cricket organisation to identify what companies are likely to expect in return for investing their resources.

31. Taking resort to legal assistance by a cricket organisation's managers to resolve disputes is not always necessary.

32. Fair understanding of how the law affects human resource management in the field of cricket is vital.

After getting assurance for co-operation from the above-mentioned cricket associations, the researcher administered the structured questionnaire among the said cricket administrators in order to gather the relevant primary data for the purpose of the study.

In order to supplement the findings of the survey based on primary data and help get such primary data clarified at the macro plane, some relevant secondary information and data have been gathered from the existing literature, such as relevant books/articles, reports/documents (particularly some publications of the Board of Control for Cricket in India [BCCI] and International Cricket Council [ICC]) and some relevant websites (including the websites of the BCCI and the ICC) have also been
Statistical Tools Used for Analysis

The primary data collected have been intelligently collated, processed, tabulated and analysed, using appropriate statistical techniques, with the help of a statistical software package, viz., **SPSS (version 21)**.

After tabulating the responses of the 74 respondents with respect to each of the 32 statements (the response alternatives being agree/undecided/disagree), coming under the 4 aspects (leadership strategy, competitive scenario, marketing effectiveness, and effective HR (human resource) strategy), **Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, Bartlett's Test of Sphericity, Factor Analysis, ANOVA and Multiple Regression Analysis** have been done.

Responses of the 74 respondents with respect to each of the 32 statements vis-à-vis each of the 4 biographical variables [viz., Gender, Age, Background, and Length of Service as Cricket Administrator] (the response alternatives being agree/undecided/disagree) have also been tabulated and analysed.

In Statistics, **Cronbach's a (alpha)** is a coefficient of internal consistency. Therefore, for the purpose of assessing the reliability of the data collected for empirical testing, at the beginning, **Cronbach's a (alpha)** has been worked out for the data relating to each of the 4 aspects mentioned above (viz., leadership strategy, competitive scenario, marketing effectiveness, and effective HR (human resource) strategy).

Based on the above-mentioned analyses, an attempt has been made to draw meaningful inferences.
Chapter Plan

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II) Cricket as a Game in India – A Discussion

III) Development of Cricket as a Game in India and some Important Managerial Aspects – A Discussion

IV) Empirical Survey and Its Findings

V) Conclusions and Suggestions