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mPower
 Marketing Everything



Backwaters '11

18 - 20 Nov

Powering Our Future



**WHISTLE
 PODU**

First Prize Rs. 50000
 Second Prize Rs. 25000

Contact Details

Registrations open from
 30th Oct 2011

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EVENT DETAILS

EVENT FORMAT

"Ethu Chennai Chennai Super Kings. Nambo Yellow Jersey Endrum Best"

Since the inception of the Indian Premier League, the whole of India has been captivated by the sea of yellow that has swarmed to cricketing grounds to support the Chennai Super Kings. CSK are no longer just a cricket team; they have become a phenomenon with their peppy anthems, innovative marketing campaigns, and larger than life fan following. And now the buzz has to go global. How can the Chennai Super Kings enter the league of the most valuable sporting brands in the world? Grab this opportunity to impress the CSK management and be part of this yellow frenzy.

PRIZES UP FOR GRAB!!

1st Prize: Rs.50000

2nd Prize: Rs.25000



ROUND 1: PROBLEM STATEMENT

- Analyze the Problem Statement as well as the Appendix to the Problem Statement and come up with a summarised presentation encompassing the objectives given in the Problem Statement
- The submission should be in the form of a PowerPoint presentation not exceeding 13 slides including the covering slide.

ROUND 2:

- The top 6 teams based on Round 1 submission will be invited to make a detailed on campus presentation to the Chennai Super Kings Management.

SUBMISSION GUIDELINES

- Mail us your entries at whistlepodu@iimklive.com with subject line as <<TeamName_UserName_Round1>>in the below mentioned format

ROUND 1:

- **PPT:** <TeamName>_<UserName>_Round1 (User Name* of any 1 user)
- **Cover Page:** Team name, member details (name, institute, contact number & email id, registration-id*)

***User Name** to be input by the user while registering for IIM K Backwaters at www.iimkbackwaters.com

***Registration Id** (any one member) should be the unique code generated during event registration

*Note that no additional data/information will be provided. All assumptions/sources of data should be clearly mentioned as footnotes to the slide. Organisers reserve right to reject entries not adhering to above



IMPORTANT DATES

Round No.	Submission Deadline	Result Date (tentative)
Round 1	23:59 hrs (IST); 6-Nov-11	09-Nov-11
Round 2	Campus round	

RULES AND REGULATIONS

1. Event is open to students from all B-Schools
2. Team size should be a **maximum of 3** members
3. Participants in a team can be from the same or different institutes
4. No participant should be a part of more than one team
5. Each team can submit **only one entry** for the competition
6. After registering for Backwaters'11 at www.iimkbackwaters.com; the participants have to **register** themselves through the online event registration portal on the site. Event registration will start on **23:59 hrs IST, 30th Oct'11**
7. There must be strictly no IPR infringements in the submissions. On discovery of such infringements, the respective team(s) will be disqualified with immediate effect
8. The selected participants would be reimbursed a minimum of 3rd AC fare for their entire travel. They would be required to **submit original tickets**. In case of air travel, reimbursement will be provided only on producing original boarding pass. The cap on reimbursements will be announced when the shortlist for the final round is announced
9. The Terms and Conditions of participation are subject to change at any time without specific notice. The amended Terms and Conditions of entry will be effective immediately upon being posted on the website. It is the sole responsibility of the teams to regularly visit the Website to read any changes
10. The decisions of the organizers of the contest and the panel of judges will be final and binding on all the participants

PROBLEM STATEMENT

The Indian Premier League's success in showcasing the franchisee model as a sustainable business model has been well documented. After apprehensions surrounding the first couple of editions, the IPL seems to be a concept that is here to stay with more teams and more matches. With franchises starting to recoup their initial investment, the endeavour of management teams across the board is increasingly on building more powerful brands trying to model some of the most valuable sports team brands in the world

The limited number of Test playing nations means that international cricket is played through the year unlike in some of the more widely followed sports like football where the franchise/club model runs through the year with international matches interspersed in between. Attempts at integrating more teams with the elite nations in the ODI and the T-20 format have met with very limited success and hence, international cricket is likely to dominate the cricketing calendar in the immediate future.

The Chennai Super Kings (CSK) have been the IPL's most consistent performers on the cricket field. Besides ending up victors in the 2010 and 2011 editions of the IPL, CSK also emerged champions in the T-20 Champions League in 2010. CSK are the only franchise to have reached at least the semi-finals of all four editions of the IPL so far. With one of the most charismatic player rosters in the IPL led by the poster-boy of Indian cricket, M.S. Dhoni, and a Brand Personality which states *Fearless Entertainers who play to win*, CSK was ranked as the most valuable IPL team by Brand Finance in 2010.

CSK's stated brand values are *Fire in the Belly, Honour, Self Esteem, Team Spirit and Sportsmanship, and Unwavering Focus on the Sport*. With the local grass-root connect an integral part of all brand communications, CSK are the only IPL franchise to have carved out a unique niche. Being managed by India Cements, a group which has been associated with Indian cricket for long and has been part of various initiatives at the grass-root level to advance cricket has ensured that all CSK brand development activities are veered towards the game. CSK were the only franchise to launch a limited edition jersey to celebrate Muttiah Muralitharan's world record of 800 wickets by making it a number on his playing jersey. In order to further strengthen connect with their fan following, CSK was also part of a reality show to select the CSK Junior team which was well received in the state. Initiatives like team-speak blog anchored by players on their roster only helps in making the experience more personal for the CSK fan following.

CSK have also been at the forefront as far as innovations around leveraging their brand is concerned. They were the first IPL team to *crowd-source the naming of an IPL team through a public contest, to launch a comic book series, to open-source the creation of a fan video, and to enable fans to hold flash-mobs*.

The blockbuster **Whistle Podu** campaign which started off as an online fan video has been at the forefront of CSK's marketing initiatives. Rated as one of the best advertisements of the IPL by NDTV, the campaign has managed to transcend linguistic boundaries and has made its way through to popular jargon. This inspirational campaign has also found a resonance in other media including movies like Makatha, the IPL advertisement as well as the Airtel DTH promotion. The official video has grossed over 6 lakh views and has also triggered off a series of uploads around this theme with the latest one being an International **Whistle Podu** video shot across 5 cricketing nations. Similarly, the website was ranked as the best amongst all the franchises in 2010. The team's social media presence has also been given great attention with the team's fan following representative of that. The CSK mascot, developed in 2009, has not been leveraged in any media except in-stadia though a sponsor was tied up for the mascot in 2011.



With an unwavering focus on ingenuity when it comes to enhancing CSK's mass-connect, Chennai Super Kings have a plethora of such branding elements including the aforementioned ones that could be leveraged extensively in building a more valuable brand. The CSK management believes that the **Whistle Podu** movement, the website and their mascot are some aspects of the overall brand that could be monetized better. A robust brand image would also amount to greater revenue realization from commercial sources as well as have a spinoff effect on ticket sales which are some of their major revenue sources right now. See Problem Statement Appendix for various revenue sources and details around them.

In spite of the phenomenal growth in brand valuations that The Chennai Super Kings have managed to attain in less than five years, CSK still have some way to go before reaching the levels of the top sporting brands in the world. Brand Finance valuations considered to be the gospel when it comes to valuing sporting brands valued the CSK brand at 55 million USD at the start of 2011. Manchester United's brand- the top sporting brand in the world- was valued closer to 640 million USD. The vagaries of the footballing calendar means that CSK in the short-term might struggle to reach those valuations. A more realistic parallel would probably be the leagues in North America like the NBA and the NFL which run over a much shorter duration as compared to the English Premier League but where the top teams are able to command brand valuations in excess of 300 million USD. The reach of the game of cricket, though not as extensive as the above sports, is steadily expanding courtesy the focus given by the ICC in taking the game to newer regions.

A formidable international brand means that Manchester United is able to command close to 150 million USD on an annual basis as revenues from commercial sources (including merchandising, sponsorships etc.) which are likely to be the biggest growth drivers for CSK moving forward. In order to enhance the reach of the CSK brand, the number one challenge in front of the franchise is in taking the brand international.

As a team, you are expected to address the following three issues in your presentation summary:

- Roadmap to increase CSK's brand valuations to be on par with the best in the world\
- Leveraging their portfolio of brand assets better in terms of revenues
- Ideas around the creation of new brand assets to enhance brand revenue



Appendix – Revenue Streams

1. Ticket Sales

The team earns income through the sale of tickets for all domestic matches. With the exception of the inaugural year, there have been no season ticket packages. Tickets are currently sold at the stadium and via the team website.

Cricket crazy Chennai means stadium occupancy has generally been around the 60% mark, especially on the back of consistently good team performance on the home ground. This is one of the highest occupancy rates in the IPL but the limited seating capacity of the stadium means that there is an upper bound to which this stream can be augmented

2. Franchisee Sponsorships

Currently the 2nd highest source of income, the team's current strategy is to segment sponsors into 3 tiers- Title sponsors, Lead sponsors and Retail Sponsors with a descending order of sponsorship privileges commiserate with the sponsorship fee. Sponsorship ties, especially for Title association comes with a lock-in duration of 3-5 years

On the back of consistent good performance, the team has managed to tie up with a wide range of sponsors. However, getting more national brand tie-ups is a challenge. Increasing the number of sponsors also implies increasing demand on player time for their marketing initiatives and must, therefore, be approached cautiously.

3. Fan Club

Launched in the inaugural year, the Kings' Club memberships are available in two denominations- Regular and Junior. The memberships include an exclusive goodie bag containing team merchandise and priority ticket booking facility for members

Despite the lack of a concerted marketing initiative to promote memberships, the club has been steadily growing in size. However, there is a very limited range as far as member benefits go.

4. Merchandising

Launched 2 years ago, merchandise comprises a range of fan gear such as t-shirts and caps, collectibles like key-chains and water bottles and a range of in-stadia fan goodies like horns and binoculars.

Unofficial reports indicate that Super Kings is the highest grossing in terms of merchandise sales among IPL teams. Rampant availability of cheap fakes and lack of access to a ready-made distribution channel are the major challenges around this stream of revenue.

5. Comics

The recently launched Chennai Super Komics is planned as a monthly focusing on children aged 8-15. Priced at Rs.40/- per issue, it is currently available in select bookstores. Apart from book sales, advertisements of sponsors are another income source. CSK represents the first and the only IPL team so far to launch such an initiative. However, weak distribution plagues the comics industry as a whole and also affects the reach of Chennai Super Komics. Visibility and awareness are other issues.



6. Licensing

CSK has tied up with Reebok for sporting apparel in a fixed fee plus profit share model. Same format has also been extended to school stationery with BILT. This has led to good visibility for the brand minus the distribution hassles. However, seasonality affects demand for merchandise adversely.

7. Media Tie-ups

CSK ties up every year with television channels, newspapers radio stations and portals to offer exclusive content in exchange for media space and a fixed fee. This provides for higher media visibility for the brand at a very low cost having a spinoff effect on the other streams too. However, the media tie-ups typically tend to be regional in nature.

