



On the verge of a Revolution..

The book 'Business of Freedom' compares current Management Guru's with Freedom Fighters. The book was released on 19th April '08 by Mr. Deepak Ghaisas, Vice-Chairman i-flex solutions said that he was thrilled to know that a book could be sold before being written and 800 people could commit to buy 2000 copies. He congratulated Shri Sandeep Singh for taking a very difficult, rare and bold decision of resigning his job to write a book for the benefit of the society and not for personal profit. Shri Deepak Ghaisas expressed the hope that by the hard work of the likes of Shri Sandeep Singh we will see an Indian System being followed the world over as we had seen the American System and Japanese System in the past. He felt we need to do it before China.

In the book's preview, Mr. Kewal Handa, MD, Pfizer, & President, All Indian Management Association, writes "Sandeep has very creatively juxtaposed thoughts of freedom fighters with the thoughts of management gurus. He makes a strong case for India to have its own management thought syllabus and not to blindly apply the conclusion from another society and tying to a situation".

Mr. Sanjay Hedge, ED, Price Water Coopers, in his preview writes "Considering the heights and prosperity achieved by India in the earlier centuries, such qualities of our leaders should not come as a surprise to us. However, like most other aspects of our history, we have been made to believe first by the British Empire and then our own westernized leaders that everything which is good in today's world necessarily has its origin in the west... Sandeep has successfully dispelled this view and has through his brilliant analysis brought before us as to how various leaders presented a vision to people and got their full hearted support in the pursuit of the journey to freedom".

The Foreword is written by Prof. P. D. Jose of IIM, Bangalore, who says, "It is challenging to write a book, it is even more challenging to look at an established discipline so successfully entrenched in western philosophy and match it against our own cultural and historical contexts. To do so in an impartial and academic manner is even more difficult. This book manages to meet these exacting requirements quite admirably. Even more interesting, this book is also the culmination of a very interesting experiment in what may be called as community publishing, an innovative experiment that can help create new business models of publishing.

While the reader may not agree with every interpretation made and conclusion drawn, this remains a serious work of scholarship that other researchers can pursue to further their own

understanding of an Indian theory of management."

Sandeep says, "There was a thought in my mind from a long time, as to why India missed out on Industrial Revolution, especially when India is a part of Information Revolution and India was a part of Agriculture Revolution.

Also, in 2006, while speaking at IBS, Hyderabad, Dr. Manmohan Singh, Prime Minister of India called for an Indian Model of Management.

This further triggered the thought. And after going through the works from 1800 to 1950, I concluded that India missed out to a great extent on Industrial revolution because majority of the talent went into Independence movement. Some of the best slogans/punch lines written almost a century back still ignite passion among we Indians e.g. Vande Mataram, Inquilab Zindabad, Swaraj is My Birth Right, Give Me Blood, I Will Give You Freedom, etc. Some of the best organized events till date are; Dandi March, Bomb Explosion by Bhagat Singh in Assembly without killing anyone, etc.

In short, the talent of the period opted for "Business of Freedom" rather than "Business of Profit".

In the book, I am comparing thought's of Freedom Fighters with the thoughts of Management Guru's. The idea is to explore both "science" and "art" part of management.

The book not only gives an opportunity to know the freedom fighters but also gives a clear

understanding of the political, socio-cultural, economical, scientific positioning of India during the freedom movement.

Sandeep started by collecting Rs.100/- from individuals to publish the book (was trying to follow the mass movement of Independence for book publishing) and raised Rs. 2 lakhs from 451 individuals. All the contributors have got acknowledgment in the book as well as a copy of the book. Individuals from different countries and across India have contributed for the book.

The book's design, editing, promotion, etc. have come completely free of cost for promoting the book.

1500 copies of the book are being sent free of cost to the Management Institute in India, 500 to CEOs. Also, the book will be sent free of cost to 200 Management Institutes and 50 CEOs outside India.

Sandeep Singh is a post graduate in Rural Development. Has done specialization in Media Planning from MICA and General Management From IIM Bangalore. Has worked with R K Swamy/BBDO and HTA as Media Planner, in ACNielsen, ORG-MARG in Media Research, was associated with etc Network, SABE TV and Sahara News as Vice-President Sales & Marketing.

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Sandeep has very creatively juxtaposed thoughts of freedom fighters with the thoughts of management gurus. He makes a strong case for India to have its own management thought syllabus and not to blindly apply the conclusion from another society and tying to a situation.

It also gives us glimpses of thought process of our freedom fighter and the letter of Bhagat Singh was quite moving. The book is thought provoking and forces us to take a step back and to think that science is universal but the art has to be shaped by local circumstance and intuition.

-Kewal Handa, MD, Pfizer and President, AIIMA


Considering the height of civilization and prosperity achieved by India in the earlier centuries, such qualities of our leaders should not come as a surprise to us. However, like most other aspects of our history, we have been made to believe first by the British Empire and then our own westernized leaders that everything which is good in today's world necessarily has its origin in the west... Sandeep has successfully dispelled this view and has through his brilliant analysis brought before us as to how various leaders presented a vision to people and got their full hearted support in the pursuit of the journey to freedom. Motivation of people and efficient use of other resources to achieve a specified goal, is at the heart of modern management theory.

-Sanjay Hedge, ED, PWC



Business of Freedom - an Initiative for School of Indian Management

-Sandeep Singh



Sandeep Singh's next book 'Indian School of Management - In Practice' aims to explore the 'elements' of business as practiced by Indian entrepreneurs spread across industry in India and put them in points, grids, matrix, charts etc. So that they can be taught at management institutes and be of practical use in day to day working life of practicing managers.

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IPL VS ICL



Why the first mover came last.

The 'first mover' advantage is something that management students are taught as part of marketing strategy. The IPL vs ICL battle has proved that tenet wrong, it would seem. The Indian Cricket League was the first off the blocks in November 2007 when the country, flush with the victory in the T20 World Cup, was on a cricketing high. There was a call to encourage young blood and if someone mentioned "no country for old men" one would have been in doubt whether the reference was to the Oscar winning movie and the poem from WB Yeats which had that as the opening line, or to the selection policy for the future national cricket team!! The timing seemed ripe for Subhash Chandra to put the weight of the Zee media network behind the venture to start an alternate cricket set up that would bring in fresh blood which was in the fringes and give that talent its rightful place in the sun through the Zee media platform. Along with IL & FS, Zee put in Rs 100 crore behind the venture.

However, within three months of the ICL, the IPL was rolled out by the BCCI, and the situation has changed dramatically for ICL. Those familiar with Michael Porter and his 'five forces framework' would understand the dynamics of this situation perfectly. At the risk of stating the obvious, the 'five forces' refer to the dynamics that prevails in any industry structure, namely, rivalry among existing competitors (BCCI was a monopoly), threat of new entrants (IPL would have been a logical reaction to counter the ICL challenge), bargaining power of suppliers (players in this case and the talented ones, who now have a choice), bargaining power of buyers, (the 117 million viewers of C & S who with their

remotes decide the fortunes of both ICL and IPL), threat of substitute products (in the vital T20 category, IPL is a substitute and the West Indies league is another competitor for players and an already scarce playing calendar). Shifts within these forces have changed the situation for ICL taking away its first mover advantage and is threatening to leave it as an also ran. It may be advisable to analyse this situation within the five forces framework and understand the underlying reasons even while hazarding a prognosis on what lies ahead.

Suppliers in this context refer to players. They provide the 'raison de etre' for the product. Getting the right talent and ensuring a balance is crucial. Cricket's appeal has been its uncertainty and sustaining it through the 4 hours of a match is essential. When the skill levels are "electrifying", to borrow Ravi Shastri's favourite phrase, we have a 'cracker of a match"! ICL tried to ensure that Cricketers were offered significantly larger fees and international players of the stature of Brian Lara, Lance Klusner, were signed up for Rs 3 crores apiece for a three year period. Nearly 30 crores were invested in "star" players and a similar amount was spent on local talent. For a domestic player of repute, a contract that offered him anything more than 16 lakhs a year was manna from heaven. ICL, therefore, had a mix of "no namers" who were the local talent and a motley crew of international "brand" players. Reaction from BCCI, the rival, was swift. It revised the players fee to match that of ICL at almost Rs 36,000 per match for the domestic player. The IPL was also rolled out and the cream of international talent was signed on, 78 to be precise. A lot of talented players switched sides

and some even left ICL after signing up. While overseas associations refused to blacklist players of the ICL, the BCCI went ahead and litigation for unfair practice did not stop it. To drive the advantage further it has now rolled out a Champions League and has issued a mandate that ICL players will be excluded irrespective of their national cricket association selecting them. This has been one single factor for ICL's poor showing in my opinion. And the next 'force', which is the buyer behaviour will illustrate this better.

Buyers of the product are viewers and these include ones in the stadium and those in the drawing rooms with remote in hand. It is amply clear to anyone familiar with the business of sports, that it is television coverage and viewers who are the deciding factor nowadays. The Premier League in English football was started to take advantage of the lucrative broadcasting rights. Here, too, BCCI's revenues are accounted for largely by television broadcasting rights. In fact, 80%, to be accurate. What draws viewers to cricket is the unpredictability of the result and when it is closely contested, there is excitement. To dish this out, you need superior talent. Even when these two are accounted for, there is the question of emotional relevance. They need a player or more with whom they identify with so that they can support/cheer/ root' for. Without that, the contest is cold. ICL managed the first two, talent and excitement. However, emotional relevance, or the connect, is missing. The TRPs of 1 and thereabouts for the ICL is evidence of this. IPL had TRPs of nearly 5 + throughout and nearly 9 for the Finals. The emotional relevance is due to



the absence of any "Team India" player in the ranks. Dinesh Mongia is hardly box office. Sachin, Dhoni, Yuvraj, Sehwag who catch eyeballs on their own strength are all with the IPL. To enhance the loyalty of buyers it is abundantly clear that the valence of the product has to be hiked.

The ICL brand has to build equity. The brand architecture indicates that the building block is the "brand" players. The promotional efforts of ICL were very limited. Apparently Rs 20 crores were spent in promotions but this has somehow been washed away by the publicity blitz unleashed by the BCCI/IPL combine. Nearly Rs 190 crores have been spent in promoting the IPL, between the BCCI (Rs 40 crores) Sony SETMax putting in Rs 45 crores as part of its commitment and franchisees putting in Rs 94 crores to build their fan base. As Rakhee Sawant, who seems to be the 'underdog' brand of the year, says "jo diktha hai woh bikta hai"!! The term "buyer" could also be used for the "investors" in the game. Here, too, the rival offering has also been better engineered. ICL has managed to get only low profile sponsors like the title sponsor Edelweiss Capital, the Mumbai ICL team sponsor Dabur Glucose, Bharat Student.com which was the sponsor of the Hyderabad team and Pioneer

Urban which sponsors the Delhi team. IPL's strategy of spreading the ownership and stakes has worked. The investment in the league has been Rs 303 per year by sponsors for the title and nearly 94 crores on promoting the event. With so much prestige and money running on the league, the franchises have done their bit in terms of raising the decibel level. The television rights were at an all time high of Rs 385 crores per year and a commitment from the broadcaster to put in promotions worth Rs 45 crores for each season. Splitting this with the franchisees was a masterstroke and brought in investor confidence. Linking the TRP ratings to future sharing of broadcasting revenue will ensure that 8 franchises will do their bit to handle the 'buyers'. ICL seems to be fighting this as a lone ranger. Widening the ownership was a trick that was missed. Rivalry from the BCCI has also resulted in substitutes being used to make the task difficult for ICL. Its maiden league was cannibalized by the Indo Australian series and then the South African tour. With the Bhaji vs Symonds spat assuming international proportions, thanks to a willing and eager media, the ICL was all but relegated to obscurity. The way forward for ICL would be what it is planning to do already. The UAE, UK and other markets where the Asian Diaspora exists seems to be the

segment to target. Shahrukh Khan's entry and rise in the Godfather and Family driven film industry is testament to the fact that shrewd selection of target markets and delivering carefully engineered products to these niche segments can make for great marketing successes. In the overseas South Asian market, entertainment options are few and gate collections in terms of per spectator and per match would be significantly higher. One could keep football as a benchmark here. 35% of club revenues come from the box office.

Merchandising is also a money maker and Indian fashion sells. The time zones and calendar issues can be handled better. Erratic weather in the Middle East is not an issue though it may be, in the US, UK and Canada. Live telecasts may not be the revenue driver and that's a fact to live with unless there is migration of brand players who are of Team India caliber and have their own fan following. ICL would then have to offer them a lot more than 3 year contracts. As Amir Sohail says, "you should play with the right ideas"

Vinod Natesan
Mayan Consultants International



JAGMOHAN "JAYEM" MALHOTRA
25 SEP 1935 – 7 SEP 2008

"And in the end, it's not the years in your life that count. It's the life in your years."

Oilman, adman, marketing man, artist, writer, teacher, storyteller, musician, marksman, film maker, photographer, philanthropist, husband, father, grandfather, brother and son but most of all a beloved friend to all.

Jayem touched lives everywhere he went.
We know he continues to do so.

Nikki, Deepak, Juno, Natasha, Suryadeep, Hasita, Vikram