



## The Journey of PSL Brand (PSL's Marketing Case Study)

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### PSL Marketing Case

Back in 2014, Najam Sethi was pondering over the dilapidated situation of International cricket in Pakistan. He felt dismayed at the prospects of inviting international players after the country's track record of security and terrorism. Feeling nostalgic about the cricket in Pakistan, Sethi went through the PCB's documents and shockingly discovered that PCB is generating no revenue like it used to do until 2009. He was well aware of the fact cricket is the sport that is Pakistan's blood, and every nook and cranny is yearning for live cricket in Pakistan—comparing it with other countries like India, where IPL generates staggering revenues and proved the bordering country with amazement and thrill every year. Indians remain excited that the IPL will continue every year and they will witness the spectacle of deadly yorkers and loft sixes very soon. Sethi feels every other cricket-loving nation have their own leagues like County Cricket, Big Bash League, Sri Lankan Premier League, Caribbean Premier League, etc. On the other hand, Pakistanis can only mourn the absence of the very sport they live for. Sethi just couldn't wallow in despair anymore and made it his mission to bring international cricket into Pakistan by leaving no stones unturned. He felt some hope as he was the chairman PCB and felt that he could make something amazing happen now that he is in the position to do so. Deep in these moments of despair Sethi conceives something similar for Pakistanis in the form of Pakistan Super League and begins his laborious journey.

By utilizing the available resources inside PCB, Sethi assembles a team of competent people inside PCB and tasks them to follow all the big leagues and closely observe why they are so successful. The team spends endless hours to figure out what makes these leagues successful and people waiting for live cricket action. Even though Pakistan had domestic cricket, but it wasn't at par with the level of cricket witnessed by the world. He just couldn't deal with the reality of dead PCB with no ability to generate substantial revenues. He would not hear any lame excuses about the security situation of Pakistan and the exaggerated claims of players' unwillingness to come to Pakistan. Sethi begins his voyage by getting every relevant stakeholder on the board and starts the process of attracting investment.

Pakistan Cricket Board is the governing body and supervising the game in Pakistan. The board was formed in 1949, as a member of International cricket council, it enjoys the right to choose the players, Umpires and official for International events and has total control over it. Pakistan Super League (PSL) is a franchise-based T20 cricket tournament launched by Pakistan cricket board Similar to other cricket and football leagues created and promoted by Pakistan Cricket Board and backed by International Cricket Council.

The idea of PSL was inspired by the emergence of test cricket in the 18<sup>th</sup> century, Over the years cricket has come a long way starting from 5-day red ball test matches to One-day Internationals to T20 leagues to T10 Cricket leagues. The game of cricket has transformed into a unique way of engaging fans, and commercialization of the game is also one aspect of it. International Cricket Council has always been on the front foot to introduce new tournament and constantly looking for new ways to grow Fan base whether its Test Cricket, World Championship, Champions Trophy, Associate Members Cricket tournament, but T20 cricket is a format which fans enjoyed the most as it is fast, short and entertaining.

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In 2005 Pakistan cricket Boards were amongst the first few cricket boards to introduce the concept of T20 leagues within its domestic structure inspired by English County leagues. Royal Bank of Scotland sponsored the first-ever Domestic T20 cricket tournament where 8 regions competed against each other followed by round-robin and knock out the format, and it turned out to be a huge success. Pakistanis loved the concept of short format of cricket as this format is quite similar to Tape ball gully cricket. After a 2-year International cricket council introduced the first T20 world cup and Pakistan stood as runners up and won its first T20 world cup in 2009.

After analyzing the success of other franchise-based Cricket leagues like IPL, Big Bash League, County League, Bangladesh Premier League fans started demanding that Pakistan should have a league of its own and International Players must come and play this League, Pakistan Cricket Board first had a plan to launch its franchise-based T20 league in 2012, and Haroon Lorgat former chairman International Cricket Council was appointed as a consultant of Pakistan Premier League, but due to security situation within Pakistan, Cricket board had to postpone this project for the future, but Domestic T20 league tournament kept on growing with jam-packed crowds all across the country.

## **Pakistan Super League**

Pakistan Super League Launch was never easy as fans wanted to experience and see their stars play on their home soil but International players straight away refused to visit Pakistan as one International team got attacked by terrorists in 2009. In 2014 Najam Seth who was then the Chairman of Pakistan Cricket Board formed a team to start working on a franchise-based T20 league which will be played in UAE, on September 9th PCB launched Pakistan super league official logo and sold commercial rights to the franchises for the period of 10 years and raised \$93 million.

Pakistan super league had to come up with a plan to make this league more appealing and to pull Crowd overseas was one of the biggest challenges. Selecting UAE as the venue was logical as Pakistan National team used to play its home matches in Dubai, Abu Dhabi and Sharjah, PCB relied heavily on its overseas Pakistanis living in UAE to come and support the brand of its own which was a risky move. PSL's timing was crucial as many nations have a league of their own and International teams are always competing against each other in bilateral series organized by ICC. PCB opted for the months of February-March where there is the maximum chance of viewership, and many International stars could be available. (RIGHT PLACE at THE RIGHT TIME)

## **Teams Auctions**

Many Investors came forward from Pakistan and abroad to bid for the franchises as the sports Industry always bring in stacks of money for the investors. Pakistan Super League franchises were sold uniquely as each franchise represents the culture of Pakistan provinces to create fan bases for the franchises and help owners in launching a brand of their own. PSL started with 5 teams initially with the team from each province and Islamabad representing the Federal Capital.

Auction for the franchises took place on 9<sup>th</sup> September 2015 and PSL raised \$93 million in total. Karachi franchise is owned by ARY GROUP, LAHORE is owned by Qatar Oil, Peshawar is owned by HAIER Group, Leonine Global sport bought Islamabad, and Omar associate bought Quetta.

## **PSL Team: A Snapshot**

### **Karachi Kings**

The Karachi Kings were bought by ARY group for \$26 million Shoaib malik was named as captain of the side as it is representing the Sindh province.

### **Lahore Qalandars**

Lahore Qalandars representing the largest province by the population of Pakistan was bought by Qatar oil for a total of \$25 million, and Brendon McCullum was named as captain of this team.

## Peshawar Zalmi

Haier Group paid \$16 million for Peshawar, and Shahid Afridi was named as captain of the side and was considered as one of the most decorated teams of the tournament

## Islamabad United

Leonine Global Sport bought Islamabad for \$15 million, and most Misbah ul Haq was allowed to lead the squad

## Quetta Gladiators

Quetta team was bought by Umer Associate for \$11 million, and Pakistan team captain Sarfraz Ahmed named as captain of this team.

## Multan Sultans

Ali Tareen, son of a renowned politician from PTI and the successful businessman, bought Multan sultans

## Coaches

Every team needs a coach to build their squad, but in T20 leagues, Franchise owners and fans expectations make it a very tense Job, Fans want their team to win, and the way game has progressed over the years adds more to the importance of having a dynamic coach. T20 league Cricket is fast entertaining, and players coming from different nationalities require someone in the driving seat who has good experience managing International teams and has proven past league cricket experience as well. Some Prominent names were Included by the PSL, and on one occasion Mr Najam Sethi added: *“Coaches bring a wealth of International coaching to PSL, heaving coaches leading international and domestic teams across the World”*.

Fifteen prominent names were Included initially by PSL after handing over the franchises to their owners, and it was their choice to pick the one which suits their style of play and fits with their philosophy. On 15<sup>th</sup> November PSL revealed the names of the coaches who were keen to become part of the Pakistan Superleague. (Exhibit1).

## Player Auction and Wages

Pakistan Super league introduced a new system of player purchase instead of player auction; each team has a salary spending cap of \$1.2 million which also includes signing of players, coaches & Supporting staff. Each team was allowed to pick one icon and six foreigners in a 20-man squad. (16 active and 4 Supplementary)

PSL Auction process is a systematic way where one team would get a chance to win first bid for them, and others would follow. 20 rounds of auction process will give a time of 90 seconds/round to the management of franchises to pick their favourite player from the pool of 300 players. PSL divided players into 5 different categories giving owners a chance to pick players from each category to fill their squad with talent and youngsters. Icon players would earn \$200000 followed by Platinum (\$140000), Diamond (\$70000), Gold (50000), Silver (\$25000), Emerging (\$10000) & supplementary players respectively. Team Owners and Management formed a strategy to build a squad where some experienced International stars and youngsters would get a chance to rub shoulders with some greats of the game and share a dressing room. Players Draft is the first step of marketing for the Franchises to create buzz for their teams while acquiring Icon and Star International players, Managements were keen on grabbing as much attention as possible as an icon, and several big-name in the squad would bring more fans and double the fun. Today Social Media compliments this strategy as each Star player has following in millions; thus, this would help franchisees to reach out to millions of fans living all around the globe. Here is the list of players picked by 6 teams for PSL 2020.

## Players Wages

Based on categories Highest-paid players are from the platinum category, where owners can spend up to 445000 pounds with a minimum of 125000 to a maximum of 195000 pounds on each player, whereas in Diamond

Category Teams can spend 211000 pounds where Diamond player earns Minimum of 62000 pounds to a maximum of 78000 pounds.

Platinum	Islamabad United	Karachi Kings	Lahore Qalandars	Multan Sultans	Peshawar Zalmi	Quetta Gladiators
	Dale Steyn	Alex Hales	Chris Lynn	Moeen Ali	Wahab Riaz	Jason Roy
	Colin Ingram	M. Amir	Fakhar Zaman	Riley Rossouw	Hassan Ali	M Nawaz
	Shadab Khan	Babar Azam	M Hafeez	M. Irfan	Kieron pollard	Sarfraz Ahmed

DIAMOND	Islamabad United	Karachi Kings	Lahore Qalandars	Multan Sultans	Peshawar Zalmi	Quetta Gladiators
	Asif Ali	Chris Jordan	David Wiese	Shahid Afridi	Tom Batton	Shane Watson
	Faheem Ashraf	Imad Wasim	Shaheen Shah Afridi	Zeeshan Ashraf	Kamran Akmal	Ben Cuttings
	Colin Munro	Iftikhar Ahmad	Usman Shinwari	Ravi Bopara	Shoaib Malik	Ahmed Shahzad

\*2019 PSL WAGES

## Commentators

Whether its Barclays English premier league, World cup, Indian premier league or any other sporting event, Sports Commentary during the match is one element which adds flavor to this beautiful game, Fans would love to see their stars play and love commentators analyzing their game for the fans. Marketing of any league depends hugely on who in analyzing and commentating the game for the fans, PSL convinced some highly rated commentators to come and lift the game for the fans and teams. PSL Announced Panel for commentators right before the start of the tournament, as this strategy would help fans relate this league with other well-established leagues and most of the commentators have had the experience of commentating the matches in other leagues and International events.

PSL had to compete with other top-quality leagues in every possible way, and Commentary is still the one thing which fans love the most, imagine watching your favorite team play without anyone analyzing the events or stats for you. Hardcore cricket fans demand someone has to be there elaborating on the event. Commentators analysis alone creates the buzz & sets the tone for the match, Technological advancements, and data availability is heating up the debates and in-depth analysis help fans understand the game in depth. Good commentators value these stats and continuously link players' stats with performances. New technology advancement such as hot spot, DRS SYSTEM, THIRD UMPIRE, Challenging Umpire's decision, SNICKO all these help commentators explain things to those watching matches on their television screens.

## Experts & Presenters

Commentary is not the only thing which fans want, Experts of the game provides with pre-match and post-match analysis while presenters roam around the field during the match and catch up with players, coaches and spectators to uplift the whole mood during live match & on Social media as well this gives the feeling of belongingness to the fan who is sitting in his home rooting for his team. Amir Sohail, Shaun Tait, Brad Hodge were amongst the Experts and Fakhar-e-Alam, Erin Holland & Zainab abbas took charge as presenters of the tournament.

## Sources of Income

### Title Sponsorship

Once teams and commentators' panel are finalized by the PSL management, it's time to brand the league with sponsors and aggressive marketing activities. Many Brands came forward to become the official sponsor of this league, but Habib Bank Limited from Pakistan was given this opportunity to become a Title sponsor. HBL was awarded Title sponsorship by PCB for 3 years Initially for \$5 million which was later renewed in 2018 for \$14.3

million. On one occasion, Mr Najam Sethi said: “HBL’s Association with PSL is another indication of established brands partnering with the league.”

### **Broadcasting Rights**

Broadcaster lifts the whole tournament with their quality Coverage and reaches of the matches, Several companies submitted proposals to obtain production rights for the PSL but for the first 3 seasons PCB inked the deal with U.K based company Sunset + Vine was awarded broadcasting rights as official broadcasters to cover the league, The company was host Broadcaster of 2014 Commonwealth Games, 2012 London Paralympic Games & currently produces the Barclays English premier league and European championship for BT SPORT.

### **Brand Growth**

In 2018 when one of PCB’s Broadcaster refused to cover PSL matches during the tournament PCB had to find new Broadcaster, and within 2 days the new deal was signed with a consortium of Blitz Advertising and Techfront for \$40 million (358% Increase) for next 3 years.

### **Worldwide Reach**

Within 3 years in 18 countries with more than 40 TV channels broadcasted Live matches during Pakistan Super League

### **YouTube Streaming**

Whether you are in your home, office, travelling, you can’t keep yourself away from cricket fever during PSL Season. Pakistan Super League’s aggressive marketing strategy captured every single fan’s attention while giving them ease to enjoy Live matches during league, for that PCB broadcasted their Live matches on YouTube as well. It’s impossible to miss live-action during PSL, wherever you go PSL will follow.

### **Cricket Gateway**

Sometimes Livestreaming doesn’t work for those living outside Pakistan to cater to this segment of audience PCB inked a deal with Cricket gateway to streaming live PSL matches. PSL Global presence has to be there to find multiple audiences, plus this gives chances to brands to come on board and advertise during matches as viewership during PSL is Massive.

According to Cricingif, the first match of PSL 2018 was streamed live by more than 6.5 million people on Cricket gateway

### **Broadcasting Revenue**

PSL 80% of income from broadcasting rights is distributed equally amongst the 6 franchises while the remaining is kept by the PCB.

### **Sponsorships**

It is impossible for a tournament like PSL to run without having any sponsorship onboard, we’ve only discussed Title Sponsor, but there’s much more than the Title Sponsor during leagues. Advertising is one thing that brands are always looking for, and during PSL it’s the perfect opportunity for any brand to advertise and double their revenue as viewership during PSL matches is enormous.

Not only PSL but it’s the perfect opportunity for franchises to cash in this opportunity as many brands were willing to sponsor teams, Franchises Usually offer Kit sponsors, team sponsors, Media Sponsors and sometimes offer their star player to feature in brand ads.

### **Ticket Sales**

Every tournament success depends on the number of spectators come into the stadium and watch their team

play, As PSL kicked off in UAE far away from home soil it was always difficult to fill stadiums with fans. In first 2-3 editions as many overseas are working abroad and didn't care much about the game being played in the stadiums which were a big worry for PSL and Sponsors but TV and Online Viewership somehow kept interested of the fans and players, usually on Holidays fans did come and watch their stars play but during other days of the week stadium were half empty.

Leagues and franchises usually earn through the maximum number of attendances on match day but in case of PSL as many predicted stadiums would go half-empty to counter that PCB designed a revenue model where ticket prices were purposely set as low-priced as compared to other leagues.

PSL hired a third party (Q tickets) to sell match tickets, Q tickets are one of the most renowned third-party ticketing services in UAE. Like any other league, the Stadium seating plan is shared with fans to booking their favorite seats for the match.

The Categories of seats available for the general public include general admission, Platinum, Premium, and International; the ticket can be bought for the following prices in Dubai.

Category	Price (AED)
General Admission	40
International	60
Premium Ease	100
Premium West	100
Platinum	290

For Pakistan Leg in 2018-19, Yayvo and TCS were amongst the authorized sellers of PCB tickets. Lahore and Karachi hosted 8 matches.

## Stadium Capacity

Stadium	Capacity
Dubai	25000
Abu Dhabi	20000
Sharjah	17000
Lahore	37000
Karachi	34228

## PSL Build UP

Build up Is crucial for any league to sustain and grow in future, PSL marketing team closely worked with all franchisees to help them grow with the league, Franchisees were so motivated to make this an unforgettable occasion for the fans and International audience. PSL's motive was to promote the soft image of the country to welcome cricket back home, and franchises contributed to this cause with full zeal and commitment. PSL committee unveiled the official logos of 5 teams& preparations started with team Names and Logos, each team name and logo resonate with the culture and traits of different provinces of Pakistan, 4 provinces and 1 team from Capital makes things easier for franchises and fans to relate their philosophy with fans. Let's take a look at the names and logo of the team to know more about PSL teams

## Peshawar Zalmi

A team from north of Pakistan representing Pathans and some may call it belt of warriors. It's within their culture to fight for their honor and youngsters are always leading the pack, most followed cricketer and Pathan himself Shahid Afridi was picked by Haier Group as Icon Player to lead and bring the enormous following, and many players picked during the Auction were from the same region to create a sense of belongingness for the fans. International Stars received a warm welcome from the owner and fans, and it hasn't taken much time for these superstars to gel.

Fawad Rana's most entertaining and expressive owner of Lahore Qalandar took pride in bidding and leading the franchise of Lahore and named it as QALANDARS, on one occasion Mr Fawad Rana said, *"this land is of qalandars and aulias, and that's the reason of naming this team as qalandars"*. Representing the largest province by population and culture of Pakistan was seen during their pre-launch campaigns.

### **Karachi Kings**

representing Sindh Province and mostly Urdu speaking population of Pakistan, as Karachi is the business hub of the country owner who himself is a businessman bought this most expensive and decorated team of the tournament.

### **Quetta**

representing Balochs and their culture of loving their land, Omar Associate bought this side with a philosophy to defend their team at any cost named it as gladiators.

Federal Capital Islamabad where many diverse communities live together & for this reason Ali Naqvi named this team as Islamabad united.

### **Karachi Kings**

The team from Karachi has a star-studded roster because of owner Salman Iqbal Owner ARY Network, many celebrities came forward in support of Karachi and seen supporting the team from stands and Social media.

### **Lahore Qalandars**

The team Lahore who always has Fawad Rana as the most entertaining and followed owner, but still you need more popular faces to increase your team following. Many superstars from Industry and Geo/Jung media group supported the team.

### **Islamabad United**

Islamabad United appointed Ali Zafar as their team ambassador for the first edition and Fawad Khan after Ali, teams from a small city always surprised oppositions with their performances and support they get.

### **Peshawar Zalmi**

The team of Pakhtoons they say always come up with something new each year. Peshawar Zalmi has brought Mahira Khan on board as their Ambassador. As PSL gets a lot of attention in India so this was a good move by Zalmi to appoint her as their Brand Ambassador.

### **Quetta Gladiators**

Quetta Gladiators think tanks have signed Maya Ali Pakistani actress as their official Ambassador as she has millions of followers all across the country.

### **Multan Sultans**

The new addition to PSL from south Punjab, the newcomers had many Influencers like Neelum Muneer, Javed Sheikh, Ataullah Esa Khelvi. Ali Tareen PTI member also brings his popularity.

### **Vloggers**

Many teams catch up with trends and effectively implement those trends to gain more viewership and fan base, Many Vloggers were seen Vlogging during the PSL season as their following are exploding the internet with their Quality Content. Peshawar Zalmi hired Ukhano, Eva Zu Beck. Islamabad Called Irfan Junejo for Vlogs; this is how franchises grab fans' attention.

Even after live cricket action fans would love to see what's happening behind the scene, for that Vloggers come and share the whole journey of their trip and their interact with players as a fan just to give the feel and experience of being there.

### Mascots

Almost every PSL team have their Mascot a character which associates with the team to helps their audience to recall and recognize brand easily. From a Marketing Perspective, this gives franchises and edge to collaborate with brands as mascots are used for advertising brands during live matches.

- Islamabad United Loin with cricket Bat Sheru is their official Mascot used during the PSL on the ground and on Social media to promote the brand
- Quetta's Gladdy, A gladiator, used as a character to define team and franchise
- Saieen of Sultan represents South Punjab with vintage style moustache

### Anthems

*"Today Sports without Music, it's nothing but a game. Music makes it entertaining"* These words by Ice cube depicts why music grasps so much importance in today's game. Every event today has music whether it's World cup, Football Champions League, Indian Premier League or Olympics each season brings new hopes and new anthems for the fans. Entertainment Industry has always been linked with Sports. PSL team knew the anthem catches fans' attention and would help their Brand grow in the longer run. First Ali Zafar has sung official Anthems for the first 2 editions of Pakistan Super League which broke records all around the globe then Fawad khan was allowed to produce 3<sup>rd</sup> edition official anthem. Not only Official anthem but each franchise copied this strategy and produced their official songs. PSL Team Anthems

- Ali Zafar face of Islamabad United sang the anthem for Islamabad United
- Asrar and Nabeel Qureshi for Lahore Qalandars
- Call the Band produced song for Peshawar Zalmi
- Ata Ullah ESAKhelvi for Multan Sultans
- Shahzad Roy for Karachi Kings

### Social Media Impact

Social media usage during live matches doubles the fun as Pakistan has nearly 70 million Internet users and during match timing viewership and hashtags of PSL explodes the internet. With each fall of the wicket, and each run scored many keyboard warriors root for their team or sometimes bashed their opponents.

To spice things up, Franchisees hired professional Social media marketing agencies to handle their twitter handles & other social media platforms. Fans would love to see their stars on social media and social media accounts generate engaging content to Increase their brand reach like Contest, Anthems or sometimes Memes.

Memes and Sports industry today help teams in increasing brand awareness in a humorous way, whether its Wahab Riaz's Celebration style, Sammy's Character on the field or Fawad Rana's emotions after defeat, PSL had it, all and Memes played a huge role over social media engagements.

### Social Media Followers

Social media is all about reach and Impressions, and Franchisees capitalized on this opportunity as this is the best way to engage with fans and create a loyal fan base. 6 teams now have the following in millions which helps them identify the new audience and grab user attention.

### PSL Future

According to Kevin Pietersen former English & Quetta Gladiators player *"Level of competition is so high, and quality of domestic players is second to none that there's no way this league will not succeed"* 28 days long cricket tournament has gathered so much of attention that in 2020 many International stars want to feature in the next edition of PSL



and showcase their talent in front of energetic Pakistani fans. This year's ICON category Included some big names like DALE STEYN, JASON ROY, etc. from international cricket which is a positive sign for the return of full-fledge International cricket in Pakistan.

After IPL, PSL is the second most viewed cricket league in the world and Franchisees owners are really looking forward to this 2020 edition as this will help them earn more through ticket sales, merchandising, Broadcasting and through sponsorships as well. The brand has seen exponential growth as new broadcasting rights depict this story of a 358% increase in the fee paid to PCB by the new Broadcaster (\$40 million). Each game is expected to attract jam-packed grounds and gate money will not only help franchises owners but PCB as well. After 10 long years of wait finally, people of Pakistan would get to a chance to witness International stars perform live on their home soil.

## Teaching Notes

### Synopsis

The case is designed to assist Management and Marketing students with the latest trends and to learn more about the future of the Sports Industry in Pakistan. The case has 3 learning Objectives from different Marketing and Management areas, i.e. Brand Management, Marketing Strategies, Sales Management.

This case is designed for graduate-level students who have sufficient Marketing and Management knowledge. Certain events would help give the RoadMap of how to launch an event and build a Brand through aggressive marketing strategies. This case can easily be used to construct a solid discussion over different Management and Marketing issues.

Follow are the teaching objectives

1. *Understanding the Marketing of Pakistan Super League*
2. In Pakistan, sports Industry is growing, and Marketing within this niche is a new phenomenon, this case study would aid students to better understand the game and behaviors of fans linked with a sports league. Entertainment Industry is evolving so with Clear Roadmap of Marketing; a sports league would support students to know more about this niche.
3. *Understanding of Brand Management, Operations and Sales Management*
4. This case will assist students in understanding how to Brand a league plus how on-ground preparations are being done by the organizers. Every league's success depends on the number of spectators come and watch live-action, so ticket sales are one aspect that will help students to calculate the number of tickets sold during the league.
5. Understanding of how to generate income from new brands and competing with big players simultaneously
6. Pakistan Cricket Board's objective is to find new streams of revenue as International teams were reluctant to visit Pakistan due to terrorism. This case has the objective to build an understanding of how to find new streams of revenue and how to compete with your rivals.

## Teaching Aids

### Marketing Mix of PSL

#### Product

- 6 teams as discussed from the product
- Teams consist of International and local players
- Players are part of the product

#### Promotion

- Advertisement across various media platforms
- Pitch the tournament as entertainment option rather than just a sport only

- Gorilla marketing strategy of hit and run, try as many mediums as possible to advertise the league

### Place

- The event has teams from all provinces of Pakistan
- Try to create a loyal fan base by creating passion around the cities and over the web.

### Price (Revenue & Expenses)

- Revenue: Central (media rights, Sponsorship rights) Local (Sponsorships, Gate receipts, Ticket Sales)
- Expenses: Central (Team Franchising Player Costs & Marketing Costs) Local (Stadium Expenses, other expenses like administration and event Management)

### Swot analysis

If we study the Pakistan Super League as a Brand, we may come across its Strengths, weaknesses, Opportunity, and Threats.

#### Strengths

- The format of T20 cricket is itself very convenient and engaging from the perspective of a fan as its Fast, Entertaining and match complete in 2.5 hours and it can be played on a weekday evening and weekends as well. Just like the NBA, Champions League, or IPL viewership explodes during PSL matches.

#### Weaknesses

- T20 is so popular these days it may affect the game and longer formats of the game, this would ultimately fade the beauty of the Test Cricket, and ODIs.
- Fans are always demanding their teams to win and thus Transfer Market and Demand of new coaches would always be there; this will put franchises under a lot of pressure to deal with fans' expectations.

#### Opportunities

- Since there's a lot of potential audience during the cricket season, PSL is very attractive as marketing communication, particularly for Brands and Advertisers.
- The league functions under several franchises, each franchise is responsible for its marketing to reach out to the maximum number of audiences and draw loyal fan base for their respective side, this would ultimately help the PSL brand and fan base will generate large TV revenues.
- There's a huge opportunity for Merchandising: Sales of shirts, caps & band, etc. Grounds can also sell refreshments and other services during games.
- Teenage must be targeted to create a loyal and longterm fan base, as hardcore cricket fans would prefer longer formats but to grow the league and brand Youth should be the focus.

#### Threats

- The level of competition always determines the league's long term objective. During the first three editions level of competition and standard was so high, which forced many ICON players like A B Devilliers, B. McCullum to come and feature in PSL. If Competitiveness drops at any point, this will result in a lack of Interest from International players, and thus the appeal of the game will fall.
- From the owner's perspective, Return on Investment holds great importance as the first 3 editions of PSL, League did not generate a stack of money as expected, but from 2020 onwards it is expected that PSL in Pakistan would engage more audience and fan base will generate more case for the franchises.

The PSL Case study is expected to bring a good amount of learning to the management students and for the faculties equally. It has widespread implications for various Management functional areas at large.

## Marketing Management

One can easily claim that PSL is the best example to learn marketing as it did not leave a single mode of promoting and positioning the service product for cricket fans. PSL has provided the ultimate experience to the cricket fans not only in Pakistan but grabbed global audience attention as well. Some of the marketing strategies are mentioned below.

- **Auctioning the franchise:** *First step of giving franchisees to big guns in Pakistan like Salman Iqbal from ARY GROUP, Ali Tareen, Javed Afridi which fetched huge public affection and helped to create curiosity in their minds.*
- **Auctioning the player participating in PSL:** Some huge names from international cricket were included in the league where 6 franchises fought against each other to find the best player in Icon player category
- **Advertisement:** Throughout the tournament, PSL management advertised the league on various Radio and TV channels
- **Cheerleader:** This is one aspect which fans enjoy the most to come and watch the live match.
- **Worldwide Telecast:** Official Broadcaster televised Live action in more than 40 countries plus Facebook Live, you tube and Cricket gateway live-streamed the game for the fans.
- **Locations:** Tournament kicked off in UAE, but from 2020 onwards PCB is keen to host the rest of the tournament within Pakistan as this will help in return of International Cricket moreover ticket sales would help franchisees and PCB earn more money.
- **Timing:** *Time selected for the game is in the evening so that people can enjoy to the fullest as it's short, fast and entertaining*
- **Competitors:** Rivals T20 leagues had been one of the reasons for the publicity and emergence of PSL. Many cricket playing nations have a league of their own, and thus people started comparing PSL with IPL, BIG BASH LEAGUE, COUNTY LEAGUE & CARRIBEAN PREMIER LEAGUE, etc.

## Financial Management

Investment decision in PSL by the PCB requires powerful financial planning to finance the league. The Return on Investment (ROI) calculations would give a clear picture to stakeholders investing in this league, PSL has collected huge money through sponsorships to the team, Auctions, Broadcasting rights, Outdoor Advertising all in all it requires good planning and calculation to reach positive NPV.

Cash inflow and Outflows requires a well-designed model to depict rise and fall in actual revenue and expected return.

## Man, Resource Management

- One can imagine how much human Capital was needed to turn this idea of Pakistan Super league into a reality.
- From ground staff to security guards to sound technicians to every person who was involved in this project, everyone contributed to one common goal and managed effectively by PCB.
- Relationship Management is an important aspect, and PCB's relation with all parties involved with PSL has been so well connected which makes this event even more entertaining

## Discussion and Assignment Questions

1. Calculate the total amount of money earned by PCB from UAE, calculate earnings through ticket sales if Pakistan hosts the whole tournament.

2. Do you think the success method of PSL can be Implemented in other sports such as Hockey, Squash and Football in Pakistan?

### Teaching Plan and Analysis

Students will be provided with the reading time of the case prior to the class so that they come prepared for class discussion. The first 30 minutes of the class will be briefing the time of the case and the key concepts to look into. The next 30 minutes will be provided to students to get their respective debate material ready. A leader from each group will discuss the case for the next 60 minutes. In the last 60 minutes, the Instructor will identify the objectives and debate will start. It is advised that the Instructor will keep Interrupting to grab student's attention.

### Following Questions will be asked by the Instructor for Deeper Considerations

- How the gentleman's game is affected by the commercialization of the game?
- Is Najam Sethi right in bringing a concept like T20 to Pakistan from India and England?
- How Social media is helping the Brand to grow?
- Discuss a few aggressive marketing strategies of PSL
- What would be the impact of organizing the whole tournament in Pakistan?
- How Sponsorships and Teams collaborate?
- Discuss a few leadership traits of Najam Sethi.
- Explain Marketing Mix of PSL
- SWOT Analysis

### Exhibit 1 Coaches

Coaches	Country
Mickey Arthur	South Africa
Graham Ford	South Africa
Eric Simons	South Arfica
Dean Jones	Australia
Robin Singh	India
Ottis Gibson	West Indies
Ray Jennings	South Africa
Chaminda Vaas	Srilanka
Darren Berry	Australia
Shane Jurgensen	Australia
Paddy Upton	Australia
Chris Adams	England
Mohammad Akram	Pakistan
Moin Khan	Pakistan
Aqib Javed	Pakistan

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