



# Flashback ICC Cricket World Cup 2011

*From an Administrator's Eye*

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This is an initiative to pen down the experience of hosting World Cup 2011. This document aims to be a future reference point for the students and respective stakeholders. This has to be used for educational purpose only.



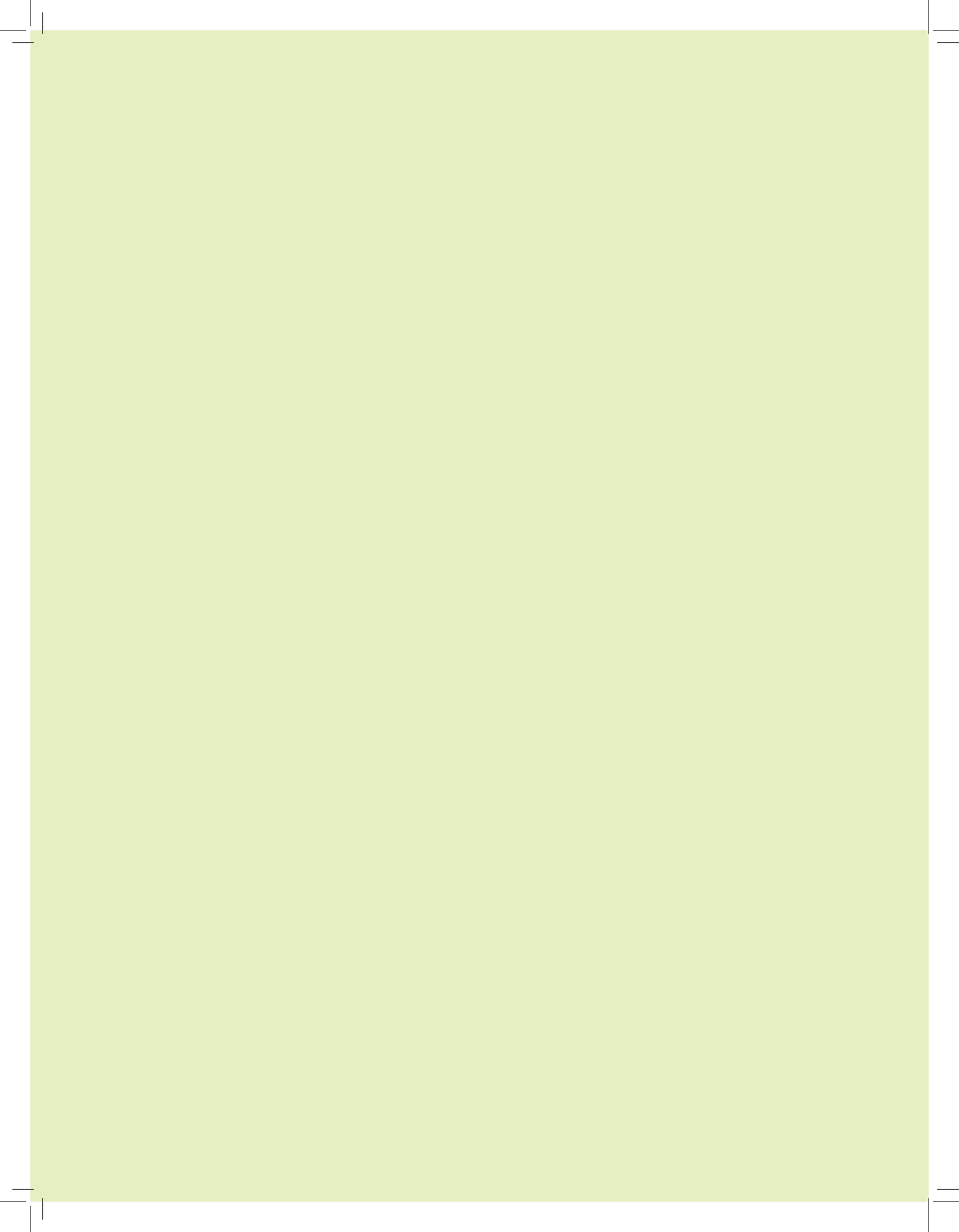


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**Prof. Ratnakar Shetty**



**Nilesh Kulkarni**



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## ACKNOWLEDGEMENTS

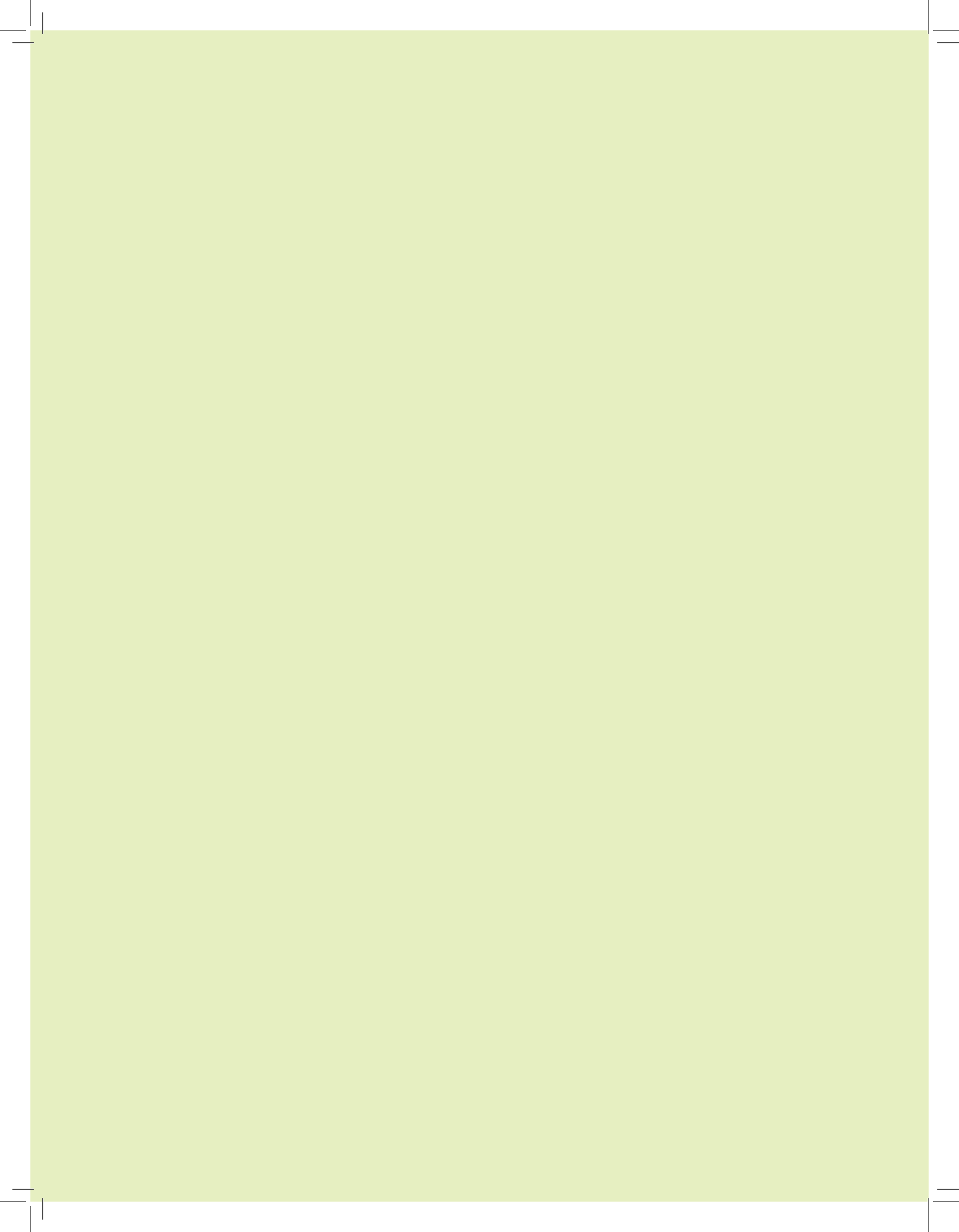
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The IISM is grateful to Prof. Ratnakar Shetty, Host Tournament Director, for dwelling at length on his experience of running and managing the ICC Cricket World Cup 2011. It was a journey that deserved to be documented for posterity. The report will be a good reference point, not only for future planners and stakeholders, but also students and Sports Management professionals. We would also like to thank Nilesh Kulkarni, Rasika Kulkarni and IISM (International Institute of Sports Management) for coming up with this idea. We also thank and acknowledge the efforts of the students who have been part of the documentation process.

**Amitava Pal**

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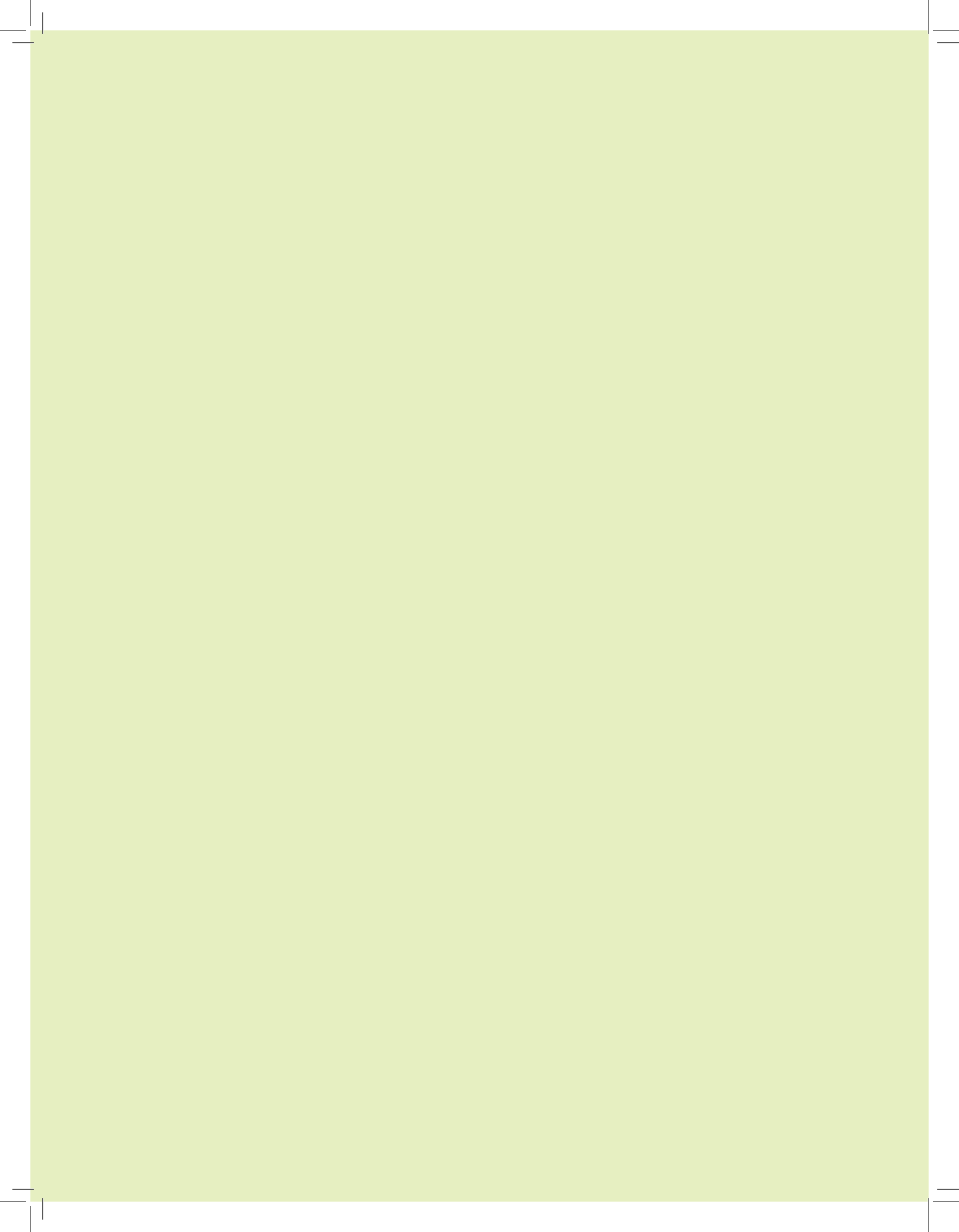




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## INTRODUCTION

The Cricket World Cup (CWC) is a flagship event of the International Cricket Council, which is played every four years. The first CWC was held in 1975. England hosted the first three editions of the CWC in 1975, 1979 and 1983. They hosted it again in 1999. India and Pakistan co-hosted the CWC in 1987 and Sri Lanka joined India and Pakistan to jointly host the tournament in 1996. 2011, India, Bangladesh and Sri Lanka jointly hosted the CWC in 2011. Australia and New Zealand together hosted the 1992 and 2015 editions. South Africa hosted the 2003 edition with some matches played in Zimbabwe and Kenya and the West Indies hosted the 2007 edition.

Matches in the first three editions were 60-overs-a-side encounters, which were later reduced to 50-overs-a-side games. The 1992 CWC was the first to be played with coloured clothing and white balls. The ICC started marketing the commercial and broadcast rights in 2000. The CWC, starting with the one in South Africa in 2003, have been directly under the control of the ICC management.

## ICC EVENT REPORT – CWC 2011

“The ICC CWC 2011 was staged across three countries - India, Sri Lanka and Bangladesh - between 19 February 2011 to 2 April 2011. It has been widely acclaimed as the most successful CWC till date. The office of the Host Tournament Director as well as the host organising teams of the three countries deserve praise for the delivery of an event which by general consent and according to standard measuring assessments can legitimately be remembered as one of the best cricket events in history”

*Source: Report of the Event Director, ICC CWC 2011*

## ORGANIZING THE CWC 2011

Organizing the CWC in three different countries was a huge challenge as it required the support of the governments of all three countries in addition to the three Host Boards. While the ICC with the help of the Host Board can ensure excellent cricketing facilities at the chosen venues, there are other issues like visas for the various stakeholders (including fans), income tax exemptions, the smooth movement of the broadcast equipment, sale of merchandise and most importantly, the security cover for the event, all of which the governments are responsible for. Fortunately, the bid document for the CWC 2011 included letters of support of the Prime Ministers of all three host countries.

Originally, the CWC 2011 was to be jointly hosted by India, Pakistan, Sri Lanka and Bangladesh with Pakistan taking the responsibility as the chief coordinator for the event. In fact, we met in Pakistan in 2008 to work out the modalities for the event. Unfortunately, the terrorist attack on the Sri Lanka team at Lahore in 2009, resulted in Pakistan being dropped as a host. The ICC team in consultation with India, Sri Lanka and Bangladesh reworked the schedule of the CWC 2011, with the matches that were to be played in Pakistan being distributed among the three hosts. Sri Lanka hosted Pakistan's league games and India took over the responsibility of coordinating the successful execution of the CWC 2011.

### Original Plan

India, Pakistan, Sri Lanka and Bangladesh were supposed to host and Pakistan was going to be the coordinator for the CWC 2011

### later

Pakistan had to be dropped after terrorist attack on Srilankan Team. India became coordinator and hosted with Bangladesh and Sri Lanka

## PROTOCOL BEHIND HOST NATION

There is a thought process and protocol behind giving a nation 'host' status. England hosted the Prudential World Cup for the first three editions as the ICC Full Member Boards had to bid for the hosting rights. With India winning the 1983 CWC, the BCCI successfully managed to wrest the hosting rights for the CWC 1987.

It was under the Chairmanship of the late Jagmohan Dalmiya that the ICC realised the financial potential of the CWC. The ICC in 2000 decided to market the commercial and broadcast rights for ICC events for block periods of eight years, which would include CWC events in 2003 and 2007. The sale of broadcast rights emphasized the importance of the Asian bloc as the biggest contributor to the ICC's revenue. Mr. Dalmiya could leverage support for the Asian subcontinent to host a CWC at regular intervals. The subcontinent hosted the CWC in 1987, 1996, 2011 and it will host the CWC in 2023 as well.

## ALLOTMENT OF CWC MATCHES IN INDIA

It was already decided that the Wankhede Stadium in Mumbai would host the final of the CWC 2011. The BCCI also decided that the permanent Test centres - Mumbai, Chennai, Delhi, Kolkata, Nagpur, Ahmedabad, Bengaluru and Mohali - would host World Cup games in India. The host associations were asked to pick between an India game and a knockout game of the CWC. Thus, it was decided that Ahmedabad, Mohali and Mumbai would host the knockout matches and the other centres would host India's league games.

## MANPOWER USED FOR ICC TOURNAMENT IN INDIA

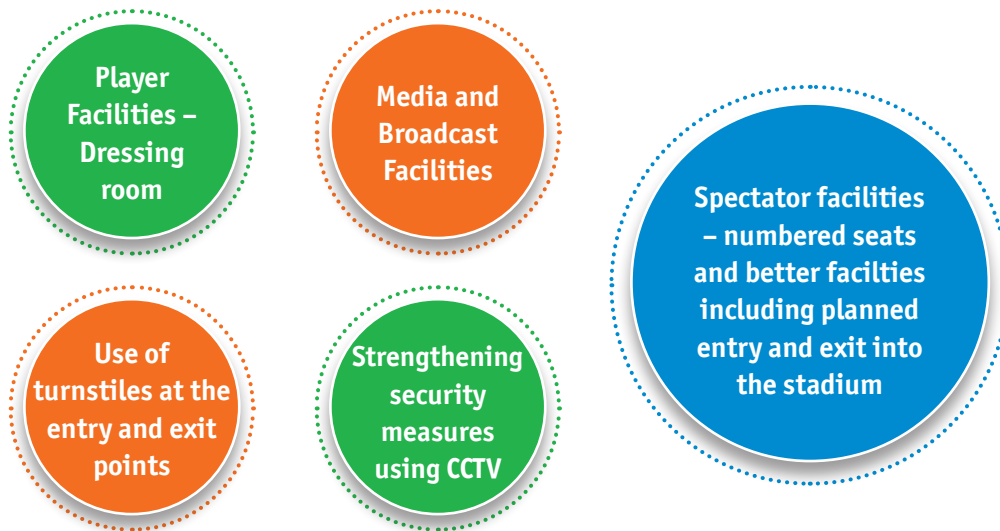
Policies are different when it comes to manpower recruitment for hosting a CWC in India as compared to other countries. India has a federal structure with the BCCI as the national body having the



hosting rights and the state associations being responsible for the delivery of the event. In most other countries, the national body controls the hosting rights and engages professionals to run the event with the help of volunteers who are selected and trained. Right from the Tournament Director to the volunteers for the tournament, all are professional appointees. On the other hand, the BCCI, along with the ICC team, plans the logistics and implements policy decisions framed by the ICC through the state associations and their manpower. The administrative cost for hosting an ICC event in India is therefore much lesser as compared to other countries.

## UPGRADATION OF THE VENUES TO MEET INTERNATIONAL STANDARDS

One of the biggest advantages of hosting an international sporting tournament is that the venues get upgraded to meet the demands of the event. While many of the venues selected for the CWC 2011 were renovated and upgraded in the lead-up to the tournament, three of the prominent venues - Wankhede Stadium in Mumbai, Eden Gardens in Kolkata and the M.A. Chidambaram Stadium in Chennai underwent a complete revamp to become state-of-the-art facilities. The refurbishment of these stadia involved improving the following:



One of the major issues was the completion of the renovation of the stadia in time. Unfortunately for us in India, the last-minute rush to complete the stadia for the Commonwealth Games in 2010 came in for huge criticism and the same thing was repeated a few months later, as the Wankhede Stadium and Eden Gardens were struggling to meet the deadline set by ICC, which had a professional team of experts to certify the readiness of the venue to stage the CWC matches. The problem was not only of completing the upgradation work and getting it certified by the authorities, but also our struggle to earmark dedicated seats for the spectators from abroad, in the absence of numbers on seats. Ideally, stadium refurbishment needs to be planned properly and completed at least a month before the event starts. Following up on the readiness of these two venues was a nightmare for the organisers. Ultimately, the ICC team recommended that the 'India v/s England' match at the Eden Gardens be shifted as the stadium would not be ready in time and the BCCI decided to shift the

match to Bengaluru. This put tremendous pressure on the organising team, as all those fans who had booked tickets for the Kolkata game had to be accommodated first and team and broadcast logistics had to be reworked. Hats off to Anil Kumble\* and his team at KSCA for taking on this responsibility at short notice.

*\*Anil Kumble was then the President of the Karnataka State Cricket Association (KSCA).*

## ICC GUIDELINES FOR STADIUMS

The ICC expects the stadia to be of international standard with emphasis on good facilities for players, spectators, broadcaster and the media. One of the primary conditions for the approval of a stadium is that it has to be a clean venue with no commercial commitments within The Wankhede Stadium had missed out as a venue for the ICC Champions Trophy in 2006 because the Mumbai Cricket Association had a contract with TATA to display their boards and refer to the north stand as the TATA end in the commentary. Mr. Sharad Pawar, President of the ICC, used his good offices and got the TATA Management to forego their claim for the CWC 2011. For the World Cup 2011, about 200 journalists from across the world covered various matches and providing them a comfortable set-up with internet facilities was the priority. The photographers had to be extended similar facilities on the boundary line.

Apart from STAR Sports, which was the media rights holder, we had to make arrangements for their broadcast partners and radio commentary teams. ICC does not have any precondition about the seating capacity of the selected stadiums. Stadia across the world have different seating capacities and facilities. The capacity and facilities at the Eden Gardens cannot be compared with that at Lords, the Mecca of cricket, for instance.



## A MUCH-TALKED ABOUT SEMI-FINAL: IND VS PAK

Mohali was to stage one of the semi-finals of the CWC and the fact that India and Pakistan were to play the game threw up a huge challenge to our organising team as well as the Punjab Cricket Association.



*Pakistan's Prime Minister, Yousaf Raza Gillani (L), and India's Prime Minister Manmohan Singh wave to spectators before the start of the World Cup Semi-Final match between India and Pakistan at the Punjab Cricket Association Stadium, in Mohali, India March 30, 2011. PHOTO: REUTERS*  
Src: <https://tribune.com.pk/story/139898/cricket-diplomacy-as-india-play-pakistan/>

While watching the quarter-final between South Africa and New Zealand at Dhaka, I got a call from the Prime Minister's office informing me that the Prime Ministers of both India and Pakistan would come to Mohali to watch the semi-final. Security became the primary issue not only at the stadium but also outside. Hotel-room bookings made by fans, some of whom had travelled from overseas, had to be cancelled and the fans relocated. The Punjab Cricket Association was faced with the unpleasant task of requesting a number of eminent Indian guests to give up their hospitality boxes at the last minute in favour of the contingents of the Prime Ministers. The best thing was that nobody grudged the move, so far as alternate seating arrangements were made for them. Security was beefed up and the stadium was like a fortress. The flipside was that the vehicles carrying food for the teams were also detained and the players had to make do with whatever was available at the food-stalls in the pavilion before the start of the game.



This match saw around 500 Pakistan fans crossing into India through the Wagah Border to support their team.

The atmosphere at the stadium was to be experienced to be believed. The two Prime Ministers were introduced to the teams after the national anthems of the two countries were played, in what was a departure from ICC protocols.

India's victory in the game sparked off celebrations across the country and for some, the semi-final win meant more than winning the World Cup.



## The ICC CWC 2011 Final



*Smt. Pratibha Patil, Honourable President of India, watched the World Cup Final between India & Sri Lanka with Mr. Mahinda Rajapaksa, her Sri Lankan counterpart.*

*Src: <http://amazing-wallpaper.blogspot.com/2011/04/pratibha-patil-photos-at-world-cup.html>*

The final of the ICC CWC 2011 was played at the Wankhede Stadium on 2<sup>nd</sup> April, 2011. The fact that India would be playing the final prompted people to run around to somehow get hold of a ticket. The Mumbai Cricket Association handled the situation very well. There was a great demand for the hospitality tickets which were priced at Rs.37,500 in the North Stand and Rs. 50,000 in the main pavilion. If I am not mistaken, the total ticket sales for the final alone amounted to nearly Rs. 15 crores.

The heads of state of India and Sri Lanka - Her Excellency Mrs. Pratibha Patil, President of India and His Excellency Mr. Mahinda Rajapaksa, President of Sri Lanka, attended the game and watched it in its entirety.

Thanks to the intervention of Mr. Prithviraj Chavan, then Chief Minister of Maharashtra, the sound system in the stadium was operational even after the 10:00 pm deadline. The atmosphere in the stadium, whether it was while singing the national anthem or the moment when Dhoni hit the winning six, was electrifying.

It was the first time that a host country had won a World Cup on its own turf. In that sense, the Wankhede Stadium has entered the record books.

## SAGA ABOUT 'REPLICA' OF TROPHY

Even as the celebrations of the World Cup win were on, there came the news that the Indian team had been awarded a replica of the trophy and that the original trophy was in the custody of the Customs authorities.

In reality, the ICC has two trophies - one is used for promotion and the other is awarded to the winning team. The Customs authorities held back the promotional trophy, which was being carried by one of the ICC staff.



## CHALLENGES: BEFORE - DURING & AFTER WORLD CUP

The tournament was a huge challenge for me as the Host Tournament Director of the CWC. I must admit that I enjoyed every moment of the assignment. The experience, particularly in Bangladesh and Sri Lanka, was heartening as the government agencies and Host Boards went out of their way to ensure the successful staging of the event. The festive atmosphere was visible with 'Welcome' hoardings at the airports, on the streets leading to the hotels and venues and also in the stadiums.





The CWC 2011 was a challenge for the ICC itself to prove the relevance of the 50 over format. The CWC 2007 had been a dampener due to many reasons, including the early exit of the Indian and Pakistani teams and the poor response of the locals, mainly due to the pricing of tickets.

The CWC 2011 Organising Committee with Mr. Sharad Pawar as its Chairman, took note of the issues and decided on the corrective measures that were required to ensure the success of the World Cup as an event. One of the decisions that this committee took was to advise the host countries to keep the ticket rates affordable and attractive atleast for the league matches and ensure that 10% of the tickets were to be made available for sale online. ICC too did not spare any effort to promote the event.

### VENUE READINESS IN TIME

The renovated and refurbished venues were ready in time in Sri Lanka and Bangladesh, but we struggled in India as both the Wankhede and Eden Gardens lagged behind, thus putting a lot of pressure on the organising team and the ticketing process.

### GOVERNMENT SUPPORT

The ICC expects the host countries to grant income-tax exemption on revenue earned through the CWC. While the governments of Sri Lanka and Bangladesh confirmed the same while accepting the event, there were some issues with Indian Government. However, the exemption was eventually granted.

Granting visas to the stakeholders, especially the cricket fans, is always an important issue, but the governments of all three countries extended full support for the event. The Indian Government had introduced a new rule for granting visas just a few months before the event as per which, a foreign national could re-enter the country only two months after his / her date of departure. However, the external affairs ministry gave special permission to fans with valid tickets as they were travelling with their team between the three countries where the matches were being played.

Special permission was granted for the movement of broadcast equipment across the venues.

### PROMOTIONAL CHALLENGE

While hosting a world event, the government agencies are expected to support the promotion of such events by helping the host organisation put up 'Welcome' banners at the airports and around the stadia to create a buzz about the event. I think we could not do much in India in that sense mainly because the private operators at the airport asked for hefty fees and at the same time securing the permission of the state governments and local authorities was not easy.





I must compliment the ICC team for the promotional events they held at regular intervals like releasing the event logo, the Trophy tour, the announcement of the schedule of matches, the announcement of the venues, naming the mascot, chat show with former captains of World Cup winning teams, ringing the bell at the BSE, the opening ceremony, to name just a few. These events were held in all three countries.

## SECURITY PROTOCOLS

The security advisors of the three host nations and the ICC Security team worked hard to ensure that the event was staged without any problem. The three governments were very helpful in terms of providing foolproof security to the teams and officials between and during the matches. It was a great experience to take a close look at the security arrangements for the final at the Wankhede and the semi-final at Mohali. There was only one unfortunate incident. A few Bangladeshi fans, upset as a result of their team's loss to the West Indies, hurled stones at the West Indies team's bus. They mistook it to be the Bangladesh team's bus.

Ensuring security for the final at the Wankhede Stadium in Mumbai was a challenge for the Mumbai Police. Just days before the event, there was a security alert that terrorists had infiltrated Mumbai and the security protocols became more stringent. Intelligence agencies scrutinised the people who had booked tickets online. All the buildings around the stadium had snipers and apart from the local police, NSG commandos were also stationed at the venue. The main gates and the entrance



to the stands were manned by the CISF (Central Industrial Security Force). The responsibility on the shoulders of the Mumbai Police and host association increased considerably with the Presidents of both the finalist teams attending the game. The Mumbai Police force as always lived up to its reputation and did an outstanding job of securing the stadium and the spectators, which apart from leading politicians, comprised top industrialists and film stars.

## LEARNING

I had been Tournament Director for the Champions Trophy in 2006, and therefore I and my colleagues in the BCCI had some idea of how to organise an ICC event.

However, executing an event of the stature of the World Cup in three different countries was an enriching experience. It gave me a platform to interact with people from other countries, work with them and emphasize the importance of team effort.

For the Sri Lankan government, the challenge was to conduct the event without any security breach. For Bangladesh, who were organising a world event for the first time, the challenge was to organise the event successfully and establish their country's image as a safe destination for future events.

## NOTE FOR FUTURE ADMINISTRATORS

I was doing well in my teaching field and had never dreamt of becoming a sports administrator. I joined Wilson College as a full-time lecturer in 1975. In my 33 years of service with the college, participation in student activities was as important to me as my teaching. My experience of handling the students helped me grow as a teacher and later as a cricket administrator.

I was fortunate to undergo a teacher counsellor course in the very first year of my teaching career and this included a number of workshops on confidence-building, interpersonal relations, and behaviour with students and colleagues.

Two important things that I learnt were as follows: As a teacher, you must understand that at the adolescent stage, a student does not like to be insulted in front of peers.

**Never compare two individuals as every human being has been gifted by god with unique virtues and characteristics.**

**A counsellor should build confidence in the student, so that he / she can confide and share the problems that they need you to help them resolve.**

My advice to future sports administrators is that they should have complete knowledge of the history and working style of the institution they plan to join, as well as that of the international governing body of the sport they will be working on. They should study the game they want to administer, especially its rules.

A Sports Administrator should focus on the following:

### CLARITY OF ONE'S ROLE

You should know what the organisation expects of you. Always be loyal to the institution and be proud to work there.

### INTERPERSONAL RELATIONSHIPS

As a sports administrator, your job involves interacting with your colleagues at the place of work and also with a whole lot of people who matter to the institution, like sportspersons, government agencies, media, sponsors, vendors etc. Be patient and polite in your interactions and always keep your organisation's interests paramount. There will be times when the going will be tough and you will have to bring out the best in yourself.

### EMPOWERMENT AND SUPPORT

The organisation where you are working depends on your capabilities and leadership. Always remember that sports administration is a team game and hence, involve your colleagues in the project. Make them feel good and empower them to deliver the responsibilities assigned to them. Encourage and appreciate their efforts.

### UNDERSTAND STRENGTHS AND WEAKNESSES

In your position as an administrator, there are bound to be good and bad days. When the going is good, don't lose sight of all those who helped you. This will give you the strength and resources to handle bad days. Understand the strength and weakness of the people in the team which you are leading.

## PARTICIPATION IN THE FIRST T20 WORLD CUP

This is an interesting story. The BCCI opposed the T20 format when the ICC announced that the ICC World Twenty20 – the first T20 World Cup – would be played in South Africa in 2007. The BCCI's stance was that the longer version of the game would be affected, and Test cricket might end up suffering in the long run. The BCCI was outvoted 9-1 in the ICC CEC meeting.

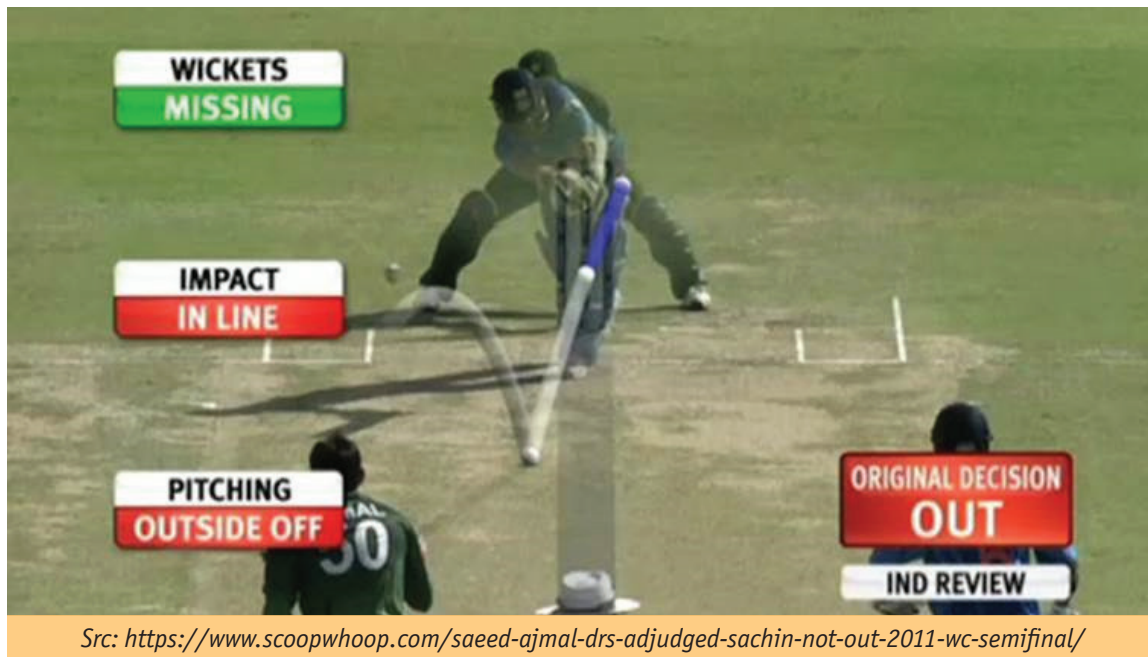


However, the Asian bloc had missed the deadline for filing the bid documents for the 2011 CWC. The ICC agreed to extend the date for submission if India agreed to participate in the T20 World Cup. This happened and the rest is history. The Indian team, which had played just one T20 International prior to the ICC World Twenty20 2007, ended up winning the tournament.

### BCCI AND IT'S STAND ON DRS (DECISION REVIEW SYSTEM) DURING WORLD CUP

India had good reasons for not supporting the DRS. The BCCI advocated a technology which was foolproof. The ICC decided to introduce DRS in all ICC events, starting with the CWC 2011 and at the same time, it planned to address the concerns of the players and the playing nations.

Now, DRS is compulsory in ICC events as also for the bilateral events after it has been ascertained and ensured that the technology is as foolproof as possible.



### COMMERCIAL AND NON-COMMERCIAL TARGETS

The ICC markets the media and commercial rights of ICC events for an 8-year bloc period in which two ICC CWC events are played.

The host country has no role to play in the process of awarding the media and commercial rights of the ICC events.

The ICC meets all the expenses for an ICC event, some directly and some through the host nation. The ICC sets a budget for the event line-wise for each head of expenses and also gives the protocols for approval and payments. The host country is supposed to strictly adhere to the same.

ICC through its stakeholders sells merchandise and other event-related memorabilia during the event.

For every ICC event, there is a designated team of ICC staff led by the Event Director, which handles different responsibilities. This team includes a curator, who monitors the pitches on which the matches are to be played.

## TAKE ON BETTING

There is no specific law for betting in India. The then Chief Justice of the Supreme Court in the order dated 18<sup>th</sup> July 2016 had referred the matter to to the Law Commission of India. The Law Commission proposed that betting in cricket should be made legal. Let us wait till the government takes a call on this.

## Points that BCCI can consider implementing for future ICC events to be played in India

Appoint an organising committee atleast two years ahead of the event

Finalise the venues two years before the event and ensure that upgradation work (if any) undertaken by these venues is completed at least six months before the scheduled match.

Make use of trained volunteers at each venue – students pursuing sports management courses in different parts of the country could be involved.

Ensure that all government approvals are in place atleast a year before the event.

Emphasis on the publicity and campaign of a world event should be prioritised.

Make tickets available for online sale atleast a year before the event.



## About the Author



### Prof. Ratnakar Shetty

Prof. Ratnakar Shetty is one of India's most experienced sports administrators. He served the BCCI (Board of Control for Cricket in India) as its Chief Administrative Officer from 2006 to 2012 and was subsequently appointed General Manager - Administration and Game Development at the Board. He is presently a member of the COA – Hyderabad Cricket Association, the Convener of the Uttarakhand Cricket Consensus Committee and a Member of the Editorial Board, SARJ (Sports Academia Research Journal).



### Amitava Pal

Amitava is Associate Dean - Head of Academics and Chair Research Committee at IISM (International Institute of Sports Management) and a Member of the Editorial Board at SARJ (Sports Academia Research Journal). He is the founding Chairperson of IEDC (Innovation and Entrepreneurship Development Centre) at IISM and member Global mentor panel at Cherie Blair Foundation, UK; Hon. Director of India Redefined, Executive Advisor at Learn Bigger and Co-Founder of FJourns (a journo-entrepreneurship platform). Earlier, he was a mentor for the IIC Fellows for University of Chicago and HOD of model computer science curriculum implementation researched and developed in IIT, Bombay for InOpen, an IITB based educational start-up.

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