

Title

Governance in Indian cricket: Examining the Board of Control for Cricket in India through the good governance framework

Abstract

The Board of Control for Cricket in India (BCCI) is one of the biggest, wealthiest and most influential sport governing bodies in the world. The BCCI has overseen traditional Test cricket in India since 1928. In 2008, the Indian cricket landscape shifted with the development of the Indian Premier League (IPL), a Twenty20 cricket league that has exploded in popularity since its launch. The BCCI also governs over the IPL, which generates extensive income and has raised the profile of Indian cricket around the world.

However, recent controversies and corruption scandals have brought increasing scrutiny to the BCCI. In this study, the good governance framework from UK sport is applied to examine the BCCI. The good governance framework is used to examine five elements of the BCCI: structure, people, communication, standards and conduct, and policies and process. Through interviews with expert journalists and researchers (n=6), it is clear that the BCCI needs to make significant reforms to better align with good governance principles. Namely, the BCCI must address concerns over transparency, accountability, managing conflicts of interests, structural problems and revise their policies and processes. On the other hand, participants applauded the BCCI's contributions to enhancing cricket globally.

Keywords: Sport governance, Cricket, India, IPL, Corruption.

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Introduction

Cricket according to evidence has its origins in 1611 in England, with its rules written officially in 1744. It is one of the oldest sports to exist and came to India through British rule in the 1700s (Ayres, 2015; Nair, 2011). The sport was disseminated around the world through British colonial rule and is still popular in Commonwealth countries such as Australia, South Africa and the Caribbean West Indies. Today, cricket is known for its distinctive styles and features as expressed through different cultures (Mondal and Rampersad, 2020; Zipp & Nauright, 2018; Siddiqui and Humphrey, 2017).

The Board of Control for Cricket (BCCI) is the governing body for the sport in India and it was established around 1928 after the provisional board for cricket was founded in 1927 (BCCI, 2020). Cricket has more than 1 billion viewers all over the world. Almost 90% of the viewers are from the Indian subcontinent. The market across India is diverse, including many ethnic and religious groups and has broad appeal across all genders (PTI, 2018). One of the biggest achievements of the BCCI is the Indian Premier League (IPL) which has been the most successful part of Indian Cricket since 2008 (Gupta, 2011). It has changed the way the world understands cricket by going from a slow British style to a more fan-focused Americanised version of the sport (Lavalette, 2019). The IPL has quickly become the BCCI's most profitable undertaking. The broadcast deal alone for the IPL year 2018 was over a billion pounds (Karhadkar, 2018). Also, with a shorter format of the game, the organisation has been able to attract the younger generation and got them hooked on the sport. As the game changed rapidly, scandals emerged and there is now a need for the BCCI to operate more vigilantly and be more carefully managed (Gollapudi, 2017a; Burke, 2010).

The purpose of this study is to examine if the BCCI is meeting the good governance practices. Namely, is it accountable and transparent to stakeholders? Are conflicts of interest and corruption undermining the mission of the BCCI? What reforms can help the BCCI meet good governance standards?

Literature review

As there is limited academic research on BCCI in relation to governance, the study collected data predominantly through documentary, news articles and the annual reports available on BCCI's website and other academic books/journals for the literature review.

Cricket Governance

To understand the governance of cricket overall, we need to start globally by looking at the International Cricket Council (ICC) and how it has worked over the years. ICC is the global governing body for cricket, and it has 104 members, from which only 12 can play traditional test matches (History of ICC, 2020; Nauright, 2005). The ICC has an anti-corruption unit that deals with issues such as match-fixing, betting, and conflicts of interest (Blackshaw, 2017).

A documentary was produced by Sam Collins and Jarod Kimber in 2015 called 'Death of a gentleman'. It points out the issues the ICC had to face due to the fast-changing world of cricket working away from Test Cricket towards franchise Cricket. The documentary points out how difficult it is to know the workings and the process of decision making of the ICC. It addresses how the global board of cricket has changed its motives and aims for the sport from a fair chance for every board to decisions made in the interest of richer boards. The Woolf report commissioned by the Former ICC Executive identifies that there are Governance problems in the ICC and its bigger member boards. The boards denied and rejected the report

when the allegations came forward (Death of a gentleman, 2015). The problems are rooted in the ICC and continue in other boards which are part of the ICC.

The Board of Control for Cricket in India is the biggest because of the massive fan-base. The IPL reeled in \$2.55 billion through broadcast income in a four-year deal (Bahree, 2018). The documentary also explains the big three revenue deal where India, England and Australia designed a deal to get most of the revenue shared between them as they generate the highest viewership and revenue globally. These three boards shut down people who confronted them against the deal, such as former Chairman of the ICC, Mr Haroon Lorgat and former Head of Legal Affairs, Mr David Becker (TimesLIVE, 2017; ESPNcricinfo, 2013). The documentary described these boards as bullies who wanted to be the most profitable in any way they could.

The way BCCI governs cricket is important and it helps us understand what Indian cricket looks like today. What happens on the field and off the field is equally important when looking at BCCI and Indian cricket (Majumdar, 2018). The governance structure of the organisation looks remarkably different from what it was 10 years ago (BCCI, 2020). The IPL corruption and betting scandals that between the State government and BCCI went on for 4 years. The Supreme Court finally ordered a new separate committee to take over in 2017 (Gollapudi, 2017a). Like the BCCI, Cricket Australia (CA) is a commonwealth cricketing board and has had recent governance issues regarding the sandpaper scandal. The organisation immediately changed their values and culture after the event of ball tampering occurred (Anonymous, 2020a). However, the newly appointed committee by the Supreme Court gave the reins back to the BCCI in 2019 with a new hope. Sourav Ganguly, the former Indian Team captain was elected as the new president (Gollapudi, 2017b).

Corruption and Conflict of Interest in Indian Cricket

The available literature suggests that the first-ever allegations of match-fixing and corruption against an Indian player came in 1997 after the South African skipper confessed to accepting money for throwing a match (Lokapally, 2000; Bose 2000; Gupta, 2004). BCCI then set up a one-man investigation ran by Justice Chandrachud to investigate the matter, however as highlighted by Gupta (2004), even after pressure from the ICC, the BCCI only did this after an Indian player came out and accused another team member of being involved. The documentary addresses the issue of corruption and spot-fixing internationally and highlights that most boards tend not to take actions when the Indian team is involved. If we talk about good governance principles, the issue of misuse of power arises many more times than the world of sport would like it to (Hoye and Cuskelly, 2007).

The mastermind behind the creation of IPL, Lalit Modi, was found guilty on 22 counts of corruption. The BCCI removed him from his post as they did not want the organisation to attract bad publicity (Lakshman and Akhter, 2013). However, N Srinivasan, the president of the BCCI himself managed to change the law for him to be able to buy an IPL franchise and be a part of it. This is a big conflict of interest to the organisation. This was also the man who could determine the future of test cricket in the world (Death of a gentleman, 2015). There were conflicts of interests cases in the ICC too, involving N Srinivasan. During the 2013 elections of the ICC, Laxman Sivaramakrishnan was elected as players representative instead of Tim May. Sivaramakrishnan was an employee in N Srinivasan's company, India Cements, which might indicate favouritism and unfairness (Death of a gentleman, 2015).

Then came the match-fixing and betting scandals starting in 2013, sending three players to jail and suspending two franchisees (Gollapudi, 2017). This is when the judicial system

interfered and ordered Lodha committee to investigate. The Lodha committee after 4 years of trial, set out new recommendations for the organisation. These reforms were largely based on the good governance principles and from how the International Olympic Committee works. They included changed tenures, one state-one vote system, a cooling-off period for the office bearers and a new separate entity governing the IPL and more people appointed to make sure there is more transparency and there are lower conflicts of interest (ESPNcrinfo, 2016). The BCCI handpicked the reforms put by the Committee, missing many from the list of adopted reforms (ESPNcrinfo, 2016). One of the reforms missing was to add the Right to Information Act on to the BCCI, which could help with the accountability and transparency issues. The book by Boria Majumdar (2018) describes the case of corruption and spot and match-fixing between the BCCI and the Lodha Committee in its chapter called "what do they know of cricket?". The chapter gives a detailed picture of how the BCCI handled the situation and explains that the former President N. Srinivasan still had power in the decision making process behind closed doors.

The BCCI has an anti-corruption unit in action with Ajit Singh being the head. The launch of the anti-corruption unit is unknown, the latest codes are effective as of 18th March 2019 (BCCI, 2020). The former head of the anti-corruption unit, IPS officer and Delhi police officer Neeraj Kumar, suggests that it is exceedingly difficult to eradicate corruption all together in the sport unless the players are educated more (Mirza, 2019). Also, the unit does not hold disciplinary powers without the native police getting involved which makes it furthermore challenging to stop such cases of bribery and gambling.

Concerns about transparency, accountability and legitimacy

Worldwide, corruption in sport governance is a documented problem. Examples include, FIFA corruption, the Russian doping scandal, and the Nike Oregon Project (IAAF) (Hoye and Cuskelly, 2007). These events have shown us that even though sport which is for the public good, it can be misused and there is a need for good governance principles. The chairperson post for the ICC is newly created and it was the president of the BCCI. Another huge conflict of interest as BCCI comes under the authority and regulations of the ICC. Unlike organisations such as FIFA and IAAF, the ICC does not have external oversight from a different organisation (Hough, 2015).

These men with power for decades will never accept such reforms and would do anything possible to be the only ones with power (Majumdar, 2018). The filmmakers of the documentary 'Death of a Gentleman' tried to find out where and how the meeting between the BCCI Cricket Australia and Cricket England were taking place (Death of a Gentleman, 2015). According to Sam Collins (Co-creator of the documentary), "no one knew where these meetings are held, there is no agenda, no published minutes or press conferences to explain the decisions which were worth billions of dollars." Quoting former an English cricketer on BCCI, he says "as India... who bring in the greatest interest and income are who not prepared to be held accountable or responsible, there will always be this extraordinary circle of uncertainty that continues?" (Death of a gentleman, 2015). This was true even for its actions and decisions made in India, as there are no accounts for where the subsidy money goes in different states as there is no trail of any progress or the money lost (Majumdar, 2018). On the other hand, Cricket Australia update their website regularly with all the information about their changes to the culture strategy and board officials (Anonymous, 2020b). The BCCI's annual reports available on their website are only up to 2016, however, they do release their payments above 25 lacs on their website (BCCI, 2020). Information on their department

members and heads are unclear on the website as well. Procter and Zama (2017), explain the Monkey gate scandal between the Indian team and the Australian team in the test tour of 2008 is the perfect case. Even though one of the Indian players was at fault, the Australian board decided not to take any actions as BCCI threatened to leave which would affect the revenue as India bring the highest viewership.

Good governance framework

The first code for good governance came in 1978 from the United States and by 2008, 64 countries had published different types of codes (Aguilera and Cuervo-Cazurra, 2009). These codes were for all types of organization such as stock markets, professional association, governments and more. In the past decade, many sporting bodies around the world have had governance failures which were based around corruption, conflicts of interest, misuse of power and more (King, 2017). These bodies involved different sports such as football (FIFA), athletics (IAAF), cycling (British cycling), and baseball (MLB). These were great sporting bodies which were supposed to run in a non-profit format and do good for the sport in the community. These issues indicated that there was a need now more than ever to improve governance in sporting organisations. This led to many more sports organisations release new good governance in recent years such as Sport and Recreation New Zealand (2011), European Commission (2007), the UK sport and Sport England (2015) (King, 2017).

As suggested by Hums & Maclean (2018:5), Sports Governance is “the exercise of power and authority in sport organizations, including policymaking, to determine the organizational mission, membership, eligibility, and regulatory power, within organization’s appropriate local, national, or international scope”. According to the UN, good governance includes 8 major characteristics which are participation, transparency, responsiveness, effectiveness, and

efficiency, following the rule of law, equitable, consensus oriented and accountable (UNESCAP, 2019). Similarly, according to European Union, traditionally sport governments are autonomous, however, autonomy does not mean that the organisation can function independently of accountability, transparency, democracy in the decision-making process (European Commission, 2011 cited King, 2017). Good governance principles emphasise the difference between management and governing roles in an organisation (King, 2017). The board of an organisation mainly needs to ensure the organisation runs properly and makes decisions which are in the best interest. The strategic and governing role should separate from the operational and management roles in the organisation. There is usually a subcommittee for such managerial roles which is set up apart from the board. Additionally, sport can and should contribute positively towards better physical health in the community, social cohesion and last but not the least towards the economy (European Commission, 2007 cited in King, 2017).

As the UK Sport and Sport England's good governance framework is the most recent code available, the study will use this framework to review if the BCCI as an organization follows the principles of good governance or not. The principles according to UK sport are:

1. Structure – this principle helps organisations understand the separate roles of a board. It also warns the organisation about the difference between governing and managing roles of a board.
2. People – this principle refers to recruiting people based on appropriate diversity, skills and treating them fairly without any bias in hiring.
3. Communication – this principle emphasises on the importance of being transparent and accountable to shareholders and the stakeholders and encourage inner democracy in an organisation.

4. Standards and Conduct – the principle encourages the organisation to improve every so often and to advocate exacting standards of Integrity. This also helps to maintain outside investment.

5. Policies and Processes – according to this principle, the organisation should follow the rules of law and operate within those regulations and should have right risk management systems in action if needed (A Code for Sports Governance | UK Sport, 2015).

The study will use each of those codes and compare it with the BCCI. As a governing body, it is essential for the BCCI to be transparent with how they make decisions and should be answerable for those decisions and make sure those decisions follow the rule of law for their stakeholders. As discussed above in the literature review, BCCI has problems with poor governance, clarity, accountability, and structure. Therefore, the principles of good governance will help us understand how these principles are used or are not used by the BCCI and what factors led to poor governance. As the BCCI is in India, using the UK Sport and Sport England's code will have some limitations as the two operate in distinct cultures.

Methodology

Study design

The study uses a qualitative method of research. Qualitative data helps to gather data which cannot be quantified, and it focuses on understanding the data dynamically through social relations (Queirós, Faria and Almeida, 2017). It uses a semi-structured interviewing method as it allows interviewees to enjoy a bit of freedom in terms of topics they choose to speak more about according to their area of expertise and what they think is more relevant (Cottle (1977) and Jones (1985) in Horton et al. (2004). Considering the scale of the BCCI and the

impact they have made it was necessary to cover different topics and themes with in-depth information from the subjects. As the subjects chosen for this study come from different backgrounds in terms of their experience and also their interest in world cricket and Indian cricket. It uses primary data which is 5 in-depth interviews of experts and authors in cricket and especially India cricket and secondary data collection which document analysis of important documents from BCCI, good governance framework and the ICC. The document analysis consists of analysing the annual reports available on the BCCI's website, data in the public domain and reviewing the Documentary directed by two sporting journalists, Sam Collins and Jarod Kimber named 'Death of a Gentleman' released in 2015. The interview process was ethically approved by the University of Stirling through the GUEP ethics guidelines.

Participants and Recruitment

Considering the limited research done on the BCCI, it was important to get information straight from the experts and the journalists who have interviewed and frequently interacted with officials from the organisation before. The subjects were chosen based on their knowledge and expertise in the field of cricket. To get a varied and diverse set of data, the subject chosen were from distinct backgrounds such as journalists, filmmakers, commentators, university students majoring in the field and lecturers teaching in a different subject than sport. It was also important to have people with a distinct perspective being on different ends of issues discussed in the study. This was achieved by getting people from different countries who would have different views on the BCCI.

Participants were selected by the authors, based on expertise in cricket in India and our own network. The journalists were contacted by their LinkedIn profiles or sent an email. As

cricket is a Multi-national sport, it is important to get views from people from different countries and different backgrounds. The names of the participants are as follows:

- 1) Sarthak Mondal – Author, researcher (Reading, UK)
- 1) Mihir Bose – Author, journalist and commentator (London, UK)
- 2) Amit Gupta – Lecturer, author, researcher (Alabama, USA)
- 3) Jarrod Kimber – Journalist at ESPN and author (London, UK)
- 4) Sharda Ugra – Journalist at ESPN (Bangalore, India)

The interviews were recorded live, using Skype software. These interviews were done based on semi structures interview questions and were approximately 40 minutes long. Each interview was transcribed and analysed. Participant responses were coded, using the good governance framework as a guideline. The framework was the basis of four out of five themes, with the last theme developed independently (impact of BCCI on global cricket).

Limitations

Using a qualitative method with semi-structured interviews meant the length of interviews would be longer. The possibility of going off-topic during these interviews is high. They are also time-consuming in terms of collecting and analysing data (Queirós, Faria and Almeida, 2017). As most of the participants required in the study were cricket professionals, journalists, or academics, it was difficult to find people to interview. This was because of two reasons. First, it was challenging to find people from a cricket background who would be ready to provide data for a degree research project. Some of the participants who agreed originally did not respond at the time of data collection which led to the people who were interviewed to 5 from 7. Second, it was difficult to reach some participants for the interview because of their busy schedule due to different time zones.

Results

From the codes used to analyse the interview data, five themes emerged. The themes are Impact of the BCCI on global cricket, communication problems (accountability and transparency), governance structural problems, policies and processes, and standards and conduct. The last four themes are drawn from the principles of good governance from the UK Sport and Sport England (A Code for Sports Governance | UK Sport, 2015)

Impact of the BCCI on global cricket

The views on the impact of the BCCI on global cricket were largely positive, focusing on the enormous contribution of the IPL on global cricket. Participants discussed how the BCCI's contribution in terms of the scale of cricket is impactful, but it comes with its own set of power and authority issues.

I think the BCCI has done massively well in operating itself as a business enterprise which I think is reliant on the success of any sporting organisation, we have seen a lot of sporting organisation fail because they actually listened too much to the emotions of the fans. I think BCCI still listened to the emotions of the fans but you can say in terms of business mentality, ways of getting revenue and a way of thinking about how to make the organisation sustainable without even the current office bearers for 10 or 20 years the BCCI has done massively well. (Sarhthak Mondal)

They got Afghanistan to play here. That's a great thing, you can make sure Nepal plays lot more game. Use that money for something good, don't use that money to make more money. (Sharda Ugra)

The whole thing is, Indian cricket is a fantastic entity which has redefined for us as Indians how cricket is to be played and I have no problems admitting to all those things. I don't think Indian cricket is doing a favour to the world by being, you know by existing. It lives as an entity that has its own challenges and has its own demands and it has to respond to it. (Sharda Ugra)

The subjects all agreed that BCCI is a very well-run organisation in comparison to other sports organisations in India. They have changed the way cricket is looked at in India, not just by Indians but also other countries. Especially with the shorter format of the game, the organisation has been able to attract the younger generation and got them hooked on the sport. All the responses were positive however, there was a feeling that the BCCI was not doing any favours to the fans by expanding cricket or with the revenue they are generating.

Communication problems - Accountability and Transparency

All the interviewees were asked questions regarding the BCCI's accountability and transparency issues. To start with, the interviewees discussed how the organisation has had problems in terms of their accounts being clear (both BCCI and IPL). Most of them agreed that the organisation had scope for running more efficiently.

It's impossible to get the IPL accounts. So, there is no financial transparency there. And if there is no financial transparency, you can't have good governance. (Amit Gupta)

They are not transparent, which is the most important thing. I can't understand why

any cricket board on earth will not be transparent, I don't understand why we don't have access to every board meeting in the world. Its' our game, its' not their game, they are just cricket fans who ended up being there. (Jarrod Kimber)

Nobody had the copy of the BCCI's constitution until very late, the constitution of the country was available, but BCCI constitution was this thing you never had access to. because it was like on a piece of paper which meant nothing and even the fact is after 2016 they started making a website a little bit more informative otherwise it was a nightmare that didn't have a website, it was kitchen table kind of governance, if we are happy with it its fine (Sharda Ugra)

As suggested by Alm (2013) in Winand & Anagnostopoulos (2019), accountability should be considered a mixture of both giving an account and being held accountable. This means there should be a difference between being accountable and being responsible for what you do as an organisation. The interviewees explained that the BCCI has not made efforts to give an account or be responsible.

With the above points in mind, the next question that came up was if they are not transparent or accountable, who they should be accountable in the first place and why. The common answer was indeed the fans who are the biggest stakeholders.

BCCI is part of society and cricket is part of society and cricket therefore, in that sense it is answerable to the people who pay for it and watch cricket. And that is really the question, how do you have a body which is so rich and powerful be answerable to the people whose desire for the game contributes to that richness. The

BCCI has seen itself as monopoly provider for a particular brand, nobody else can provide it, and therefore there is a monopoly. (Mihir Bose)

I think a lot of cricket boards have that, who they are accountable to? They should be accountable to the cricket fans! Because it's the cricket fans that fund them and they treat cricket fans as the dirt that you find on your shoe essentially. And there a lot of sporting organisations around the world that do that and it's a real shame. (Jarrod Kimber)

Because it shows for some people Indian cricket matters, it's not a private body, these are people that are your fans, that are interested in how you are running the game and they care and they are hurt when you are not running it properly. (Sharda Ugra)

This section talks about transparency in the organisation and as suggested by Grimmelikhuijsen (2012), transparency refers to 'the availability of information about an organisation or actor allowing external actors to monitor the internal workings or performance of that organisation'. According to the responses the BCCI has neither been transparent (in terms of information around meeting and decisions made) nor accountable (in terms of their financial accounts) to its biggest patron and asset, their viewers. BCCI's website shows their annual reports. However, as mentioned before, they are not up to date and lack details as to where the money is used and for what purpose.

Another factor affecting the terms of being transparent and accountable as an organisation is the status of private or public organisation. The next question raised helped to point out if being a private/public organisation makes a difference on what rules they should follow. The responses were conflicting.

But in terms of Transparency and Accountability I believe, as a private organization according to the rules of the ministry of corporate affairs they don't really need to publish the accounts according to the laws but as generally for goodwill and interest of the public if possible they should basically publish more detailed annual reports instead of account statements I would say regarding how they developed sports in certain parts of the country. (Sarathak Mondal)

I don't think they need to do anything more about the finances because at the end of the day they are not using the tax-payers money but viewers who choose to subscribe to star sports or any channel Indian has its games on so we are essentially paying BCCI out of our will we are not giving them our tax payers money (Sarathak Mondal)

I mean the thing about it being private organisation is correct but it is not been proved in court and as court order that is a private organization that carries out a public function so therefore it is open and admirable to due jurisdiction and therefor having a proper terms and structure in place because failure to do so or the absence of that kind of structure which may have worked in the 90s when the sport was not so hugely. (Sharda Ugra)

One of the subjects talked about the BCCI is a private organisation separate from the government, different governance rules might apply to the organisation. However, it was argued that the BCCI being a private organisation runs a public function. Therefore, they should still be responsible, accountable, and transparent like other sports federations and bodies.

Governance structure problems

Regarding the issues the BCCI has in its structure and governance style, the interviewees agreed that its structure was poor, and the governance style is out-dated.

The BCCI who are sort of holding out against the professionalization of the system and the seem to separate the management of the game with the policy makers you know that is the big difference that people are finding hard to get their heads around that the management and operations has to be run by a CEO, CFO and so and so and the policy makers who make decisions about this sort of larger issue thing (Sharda Ugra).

The BCCI Problems in the 90s could be handled at the micro sort of level what is called the 'kitchen table governance' could be done which is an old style of governance. (Sharda Ugra)

So, no BCCI will not change and also it is owned by the politicians, both at the national and state level. They see it as a money-making operation, and they have no interest in changing that. (Amit Gupta).

Just as if you like the shareholder feels that they are being discriminated against, they can take their case to court and this is what happened with the BCCI, but in the past the BCCI managed in it internally and in the past until this happened, going to the high court and supreme court, the BCCI managed its problems internally, it had elections, it had rather elections for all sorts of things for being carolled in hotels and you know groups and factions of power. (Mihir Bose)

One of the major principles of good governance is structure. This principle explains the distinction between management and governing roles in an organisation. The BCCI, as shown above, doesn't have a clear distinction in its managing and governing roles and has huge political involvement as do other organisations in India. As one of the participants points out, the BCCI ran based on the "kitchen-table governance" style which used to work before when the organisation was smaller in scale.

Policies and Processes

This theme talks about the organisation concerning their legal environment and the rules and law they need to follow to mitigate risk (A Code for Sports Governance | UK Sport, 2015). When talking about not following rules and corruption, most of them expressed that the tradition of corruption has been in global cricket since the start of the game.

Cricket corruption, first, various of aspects of corruption. Historically there was corruption in England and the MCC (Marylebone Cricket Club) had to step in...
(Mihir Bose)

Now, the interesting thing is everybody who, my view on it is, don't give lectures to people on governance and so on when you ran the damn thing it was the most corrupt game around. They used have the amateur – professional distinction, amateurs all got paid even though it got never got publicly acknowledged then there was the whole SA issue, then they allowed SA to stay in the game and in the 80s, you read Peter May's book. (Amit Gupta).

You suddenly that have this mishmash of all these different things, and you know many of the things that have happened in our films, I mean they, our main whistle blower in the film was the ICC lawyer saying they won't listen. So even when they had these ruling systems, they don't listen to them... there's a lot of good intentions in what the ICC have but the basic charter can't work because the members of it won't allow it to work. So, you are right, the problems sort of come comes from the ICC down but they, the integration between the two id doesn't work because it can't work it's not supposed to work. (Jarrod Kimber)

Discussing the match-fixing and corruption situation, the responses showed that there had been cases of corruption and poor governance historically by the countries running the game. Even the ICC had poor governance issues even though they had specific systems to fight the problem. These problems then seem to have trickled down in different national boards like the BCCI.

As regards to the BCCI, the interviewees explained how the BCCI handled the situation. They did not follow their legal procedure including the handling legal issues in the IPL.

All that could have been done is when they first went and appointed some judges on this committee to look into the matter. They did so not by failing to follow simple procedure that was there in their own rules. And when the judge pointed it out, and because he said, this is the rules that you have and according to me, this is what you did. Which means you didn't do these rules properly, this means that the decision that came from the committee of judges was its illegal, its wrong and its fraud. (Sharda Ugra).

Standards and conduct

Standards and conducts include upholding the integrity and carrying out the decision-making process effectively (A Code for Sports Governance | UK Sport, 2015). This includes checking that there are no conflicts of interest in the organisation. The interviewees explained that there were huge conflicts of interest in an around the BCCI:

Owners were betting on match results which is fundamentally wrong in any sport and anywhere in the world, any league. To address that in a neutral manner, you couldn't do it because of the huge conflict of interest that started the problem, that you had a cricket official (N. Srinivasan) owning a franchise and that had been turned around by previously, a clause had existed in the BCCI general constitution as it was that, you could not be invested or involved in the game yourself. (Sharda Ugra).

But it's a bit of a difference between getting a job handed to you by your uncle and all that. Which was more the system beforehand. You know people who didn't have a job for thirty years suddenly given a very important job and not able to deal with them. (Jarrod Kimber)

What the BCCI is selling is sporting activity and in order to sell that activity you need certain governance of how it is run, who runs it, who are the people, you know I mean for instance since been highlighted there was some BCCI association where a single family controlled the association for years. There were no elections, you know, there was no proper way of making sure that the various clubs and association that were a

part of it had any say in the administration of that body. It was run along feudal lines and it was originally feudal body (Mihir Bose).

Standards and conduct principle warns an organisation to examine any conflicts of interest in the organisation and carry out the necessary steps to take them out if they find any. The BCCI's problem with conflicts of interest is huge as the president himself had put a new clause in the constitution which allowed him to buy an IPL franchise. Also, the owners of two IPL franchises were involved in betting which is another conflict of interest. The principle of People in the code talks about recruiting the people with experience, diversity and skills and make decisions effectively for the organisations. Jarrod Kimber talked about the nepotism in the organisation and how it recruits people.

In of the interviews, Amit Gupta talked about what the BCCI could be doing differently. He explained how changing the betting scenario in India could help both the sport and the government.

You got to try and get betting out of the game and perhaps the best way to do that is have a British style system where you can go in to Ladbrokes and place your bet now if the Indians and Pakistanis had that, boom there goes the middle man and the fun thing we are doing is if you do it correctly the incentive to the Indians and the Pakistanis is hey, the government makes the money (Amit Gupta).

The recommendation focuses on changing the betting rules in India and help the government earn money from those bets. This will reduce corruption and match-fixing scandals.

Discussion

The Board of Control for Cricket in India has been hugely profitable and has made a significant difference with building the game for Indian cricket but also global cricket with the revenue brought in by the country. The IPL propelled the BCCI to massive revenue increases, as it has become the most profitable league overseen by the BCCI. With a billion pound broadcast deal, the BCCI has had to manage increasingly high revenues, sponsorships and other business influences that can lead toward corruption (Karhadkar, 2018). Also, with a shorter format of the game, the organisation has been able to attract the younger generation and got them hooked on the sport. Being a sports organisation with such a huge scale and the number of people it impacts, the BCCI has major governance issues that hinder their success.

The organisation, as explained by Jarrod Kimber and Sharda Ugra are not transparent or accountable for their actions. This links to the first research question the study aims to answer, is the organisation accountable and transparent? The organisation has failed to be liable for their issues regarding conflict of interest inside the organisation. They have been opaque about their financial records, constitution and about how their decisions are made in closed doors. As stated above by Amit Gupta, there is no clear answer for how much the IPL generates precisely. The documentary explained how the creators found it impossible to understand how the organisation made decisions and where they made it without any press conferences.

Mihir Bose and Jarrod Kimber explain that the BCCI should be accountable to their fans which answers the second research question of the study. It is the fans that spend their time and money to watch these matches. It might be a multi-national sport, but there are cricket fans situated globally. The BCCI is a part of the society, the organisation needs to be responsible to the society as well. Being an international organisation that is also non-profit,

the BCCI has let down their fans, their greatest stakeholders by being unaccountable and non-transparent. Even though as suggested by Sarthak Mondal, the BCCI is a private organisation, it is performing a public function. Therefore, there is no excuse for the BCCI to not be transparent or accountable to their audience.

The conflict of interests in Indian cricket where the IPL franchise owners were involved in betting and match-fixing have affected the organisation's decision making processes. Sharda Ugra explains how the officials were involved as well. BCCI's president being involved for his personal benefit in an IPL team is a huge conflict of interest. This became possible only when the clause was changed specifically for the president. Before this happened, no official from the BCCI could be directly involved in something the organisation can manipulate.

After analysing the data collected, it is clear that the BCCI does not follow the principles of good governance fully. They have been using a kitchen-table style of governance which isn't apt for professionalised sport (Sharda Ugra). This style of governance has shown its consequences when the Supreme Court decided to step forward to stop the organisation. The BCCI however, when faced with these problems did not handle it well. Sharda Ugra explains the mistakes the BCCI made initially when the investigations started led to the judicial system getting involved. The actual meaning of cricket in the company seems misplaced as the sport has grown into a business that only aims at making a profit. The new elected BCCI officials in 2019 do show a sign of hope as they must follow the recommendations given by the Lodha Committee as mentioned above in the literature review.

Most of the issues in the IPL and the BCCI have involved betting, spot, or match-fixing. The interviews discussed a proposal by Amit Gupta to change the betting regulations in India.

This can help moderate corruption scandals and help the sport regulate these bets. The suggestions involve giving all the money from the betting channels to the government.

Conclusions and recommendations

This research project analysed the governance style of the Indian Cricket board with good governance codes. It was established that the BCCI which is the best-run sports organisation in India clearly has some governance issues which have affected the sport both locally and globally. The organisation has done an excellent job in spreading cricket in more countries than before such as Bangladesh, Afghanistan, Nepal and more. However, the BCCI still needs to improve its internal processes and adhere to global governance standards.

Based on this study, we propose three key recommendations for improving BCCI governance. First, reform betting policies to allow for legal gambling practices, such as the system in the UK. This reform will help eliminate any bookies and regulate the sport gambling industry. Secondly, develop the anti-corruption unit to prevent further scandals. Empowering this unit to investigate independently of local police and enforce punishments may help curb corruption. Finally, our third recommendation is to reform recruitment practices for BCCI members. New members should be professionals in the sport industry, with relevant expertise and no conflicts of interest.

Future research on governance in sport could help practitioners better understand and evaluate governing bodies, structures and policies. Cricket could specifically benefit as the systems and stakeholders around Twenty20 cricket have changed rapidly and governance structures vary greatly by region. Future research could examine specific governance

structures, systems and issues across cricket in the former British Commonwealth countries.

Such a study could illuminate common themes and challenges.

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