



**Institute of Management, Nirma University**

**Summer Internship Programme**

**Summer Internship Report**

**on**

**Sports 365**



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## Acknowledgement

Working with Sports365 Pvt. Ltd. has been a tremendously enlightening and overwhelming experience. My internship at sports365 has not only given my career a boost, but it has also helped me improve my personal skills.

**Ms. Upasana Bhat, Sr. Manager Sales and Business**, has supported me in picking the project for study and has been an enormous source of support and inspiration throughout the internship tenure.

I'd want to convey my heartfelt gratitude to the entire Sports 365 team for assisting me tremendously during the project and guiding me throughout the period. I've chosen this moment to express my gratitude for their work.

I also like to express my gratitude to my mentor, **Dr. Nirmal Soni, Professor, Nirma University's Institute of Management**, for his assistance during my studies. Last but not least, I owe my appreciation to all of the faculty members of Nirma University's Institute of Management for preparing me to take on the difficult challenge of producing a quality output at Sports 365.

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## **Executive Summary**

This report is on Sales and Marketing strategy. To begin, a thorough examination of the present corporate method and organisational structure is conducted. It is witnessed that the Covid situation has changed the focus of the company to the areas where there is a growth potential and also align with their core business focus i.e., Sports and sports utility.

Sales strategy was divided into multiple phases. First phase was to create a database of the prospects that the company can collaborate with. Second phase was to cold call those prospects and describe what the company is doing and how the collaboration can be beneficial for them. Lastly, the third stage is to convert those prospects into clients by keeping the reporting manager in the loop and arranging for the experts for the clients so the work can be initiated.

Due to the pandemic the project was completely work-from-home. Few challenges were faced during the working as the prospects were not completely comfortable with this kind of model. Apart from this, we got to know about the sentiments for the real estate industry in this pandemic and how they are coping up with it.

# **PART A**

# **Company Profile**

## **Company Profile**

**Company Name** – Sports365

**Year of Incorporation** – 2012

**About the company:**

Sports365, India's largest sports and fitness company, is the result of a cooperation between seasoned sports-passionate marketing experts, notable Indian athletes, and industry experts.

Sports365's founders have over 25 years of combined business experience with significant corporations such as P&G, Mckinsey & Co, and KPMG, as well as a strong educational background (NITs and IIMs). The founding team is backed by sports and fitness legends including Mahesh Bhupathi, Yuvraj Singh, and Lara Dutta.

The journey of Sports365 began in early 2012, when the founding team laid out the company's first blue prints, and it has continued since then! Sports365 aspires to usher in a sports revolution in India by serving as the primary point of contact for individuals and organisations seeking sport and fitness services. Sports365 owns and operates a number of popular online sports platforms in India, including Sports365.in, Tennis365.in, Running365.in, and others.

Elite sports teams, clubs & academies, schools & universities, corporates, and others can all benefit from Sports365's one-stop solution for their athletic needs. Some of the services supplied to organisations include sports equipment, sports product creation and delivery, sports facilities, conferences, and advice.

Sports365 also works with prominent sports and fitness brands both inside and outside of India to help them realise the true potential of the Indian market. Hero Bikes, Wimbledon, Victor, Mizuno, V22, Lumo, and others are among Sports365's strategic brand partners.

In the current situation of covid-19, the company is positioning itself in the corporate uniform and sports infrastructure segment as well. The company collaborates with the business who require uniforms for their staff and builders and developers who may require to develop the sports infrastructure on their on-going or upcoming construction sites. The company provides experts

who can analyse the site and give appropriate advice to the team of in-house developers.

Sports365 is headquartered in Bangalore, with offices in Hyderabad, Chennai, Meerut, and Jalandhar. The company is run by a group of over 100 people who are passionate about sports and fitness. Powerhouse Ventures and Zolon Ventures, both based in the United States, have also invested in Sports365.

Since its beginning, Sports365 has risen to the top of India's sports sector in a relatively short amount of time. The company has received numerous honours and has been designated one of India's Top 50 start-ups.

### **Leadership –**

1. Chandra Shekhar Reddy (Founder and Director) Ex P&G, McKinsey, IIM Lucknow
2. Bhavya Jain (President) Ex Consulting, Family enterprise, Mumbai University
3. Mahesh Bhupati (Director) India's Tennis player

**Investors** - Sports365 has investment backing from two of the most well-known venture capital companies in the United States.

1. Powerhouse Ventures - Powerhouse Ventures is a renowned US-based venture capital firm that invests in emerging areas such as e-commerce, Clean Tech, and Healthcare in high-growth markets like India. Sports365 has received investment, advice, and strategic assistance from Powerhouse Ventures since its inception.
2. Zolon Ventures - Zolon Ventures is a major US-based investment firm that specializes in high-growth technology markets such as India. Sports365 has received money, assistance, and strategic direction from Zolon Ventures since its inception.





## Product and Services

### Sports Supplies (E-commerce)

Sports365 have various products and services to offer to their clients. Be it a retail client, for whom they have e-commerce website or a bulk buyer like schools, for which they have a portal called School365, or any corporate/ developer who wishes to develop the sports infrastructure in their premise. The company covers the needs and wants of all these types of clients.

The company has various offerings in multiple sporting segments. The company is majorly divided into these segments into 4 parts

1. Racket Sports: Under racket sports the company focuses on **Tennis, Badminton, Squash and Table Tennis**. The company not only sells the rackets but they sell all the supplies which are required for these sports be it balls, shoes, bags, apparel and other accessories.
2. Team Sports: Under the team sports segment, the company sells the supplies of sports like **Cricket, Volleyball, Football, Hockey and Basketball**. Just like the racket sports, in this segment also, the company focuses on selling almost all the supplies which are related to these sports.
3. Running and Fitness: The company sells equipment and accessories of the sports **running, swimming, yoga** and other fitness equipment.
4. Cycling and Outdoor: In this segment, the company sells the accessories for cycling and few other outdoor sports. Along with this, they also sell the accessories for the fishing and archery.

To focus on bulk buyers like Schools the company has a portal to accommodate the requirements called School365. Currently the company is serving in few schools of Bangalore and Hyderabad. They cover the requirements like Footwears, Uniform, Books & Stationary, Bags, lunch boxes and Bottles and sports and fitness.

### Sports Infrastructure

Recently, the company is planning on developing sports infrastructure and equipment supplies for the corporates as well as the builders and developers.

The company understands that the corporates are focusing on the well being of their employees as for the same, they are developing an area where the employees can relax and reenergize themselves.

In this segment, they are providing the services like Consulting & Advisory Assistance, Designing, Construction, Fencing, lighting & Fencing and Installation. The company had worked for more than 150+ clients including:



## Uniform

Sports365 have an extensive experience in manufacturing high quality uniforms which can last for a very long period of time and sustain an extensive wear and tear.

The company do provide samples to the prospect clients so that they can be assured on the quality they will be getting and if they want any modification or changes in the uniform.

## Growth Story

Sports365 was founded by two IIM Lucknow alumni with over eight years of experience in the sector. In May of that year, C. Chandra Sekhar Reddy and Ashutosh Chaudhary were 31 and 32 years old, respectively. Individuals as well as organisations.

With the support of friends and family, the entrepreneur was able to raise an initial capital of Rs 10 million. Their next goal after receiving seed money is to establish a larger and more efficient operations team, as well as the necessary technology and infrastructure. Efficiency and efficiency must be enhanced in the first year of business philosophy in terms of capital use.

They concentrated on the companies they were in contact with after achieving this goal, but the difficulty for them is that in 2013, institutions are more inclined to physical acts, which are not appealing. Most brands are compatible. To meet this challenge, Sports365 adjusted its focus and aimed to collaborate with a growing number of institutions in the region, including schools, corporations, and sports clubs. As a result, getting top brands and a variety of brands is easy for them.

They received over 35,000 goods from over 150 sports brands in 2015. They just do not begin selling on various e-commerce platforms such as Flipkart and Amazon. They do, of course, sell these items on their website ([www.sports365.com](http://www.sports365.com)).

Companies, schools, sports clubs, and training institutes have solutions in the offline space for athletic equipment, merchandising, clothes, and infrastructure. In 2015, the company had 250 institutional clients, including first-class colleges, sports schools, professional sports teams from the ISL and I-League, and global corporations such as Google, Facebook, Amazon, NTT, Accenture, Wells Fargo, and others.

Meanwhile, they received Rs 70 million in new funds from US IT firms. They will be able to develop a solid core leadership team for the organisation in the coming years.

## **Growth Pattern**

According to my understanding of the organisation, it began with very little capital, and it was evident from the start that the money available should be spent in the most effective and efficient manner possible. The company's long-term ambition is equally clear: to dominate the Indian sports sector. Today, a company's organisational culture is determined by a core team that oversees a certain department.

System of values: Tennis365, Running365, and Badminton365 are three of Sports365's different portals. The organisation has formed partnerships with the leading brands in these sports to ensure that end users receive only high-quality merchandise.

Sports365 employs a suitable strategy for business operations since it does not rely largely on inventory stock; as long as client orders are received, the supplier will be contacted immediately.

Recent addition to their business segments i.e., sports infrastructure & solution and uniforms is also gaining the heat. Sports365 has collaborated with good names in the market which shows that they are doing well in the new segments.

**Achievements:** Sports365, which was founded in 2012, has managed to establish itself as an emerging startup in the business. The following are a handful of the organization's accomplishments.

- In 2015, it was able to secure finance of Rs 7 crore from a US-based IT firm.
- It has successfully partnered with over 300 institutions in Bangalore and Hyderabad, including schools and colleges.
- Big stars like Mahesh Bhupathi, Yuvraj Singh, and Deepika Pallikal are now supporting the companies.

## Comparison with competitors

In India, the e-retailers sports equipment industry is quite small and has yet to be adequately penetrated, unlike other e-commerce companies, which has been able to reach tier 4, tier 5, and even the rural markets of the country.

Sports365 competes with other start-ups such as [kheldmart.com](http://kheldmart.com), [Sporting8.com](http://Sporting8.com), and others, which offer sports equipment of practically all types, as opposed to other competitors in the market such as [www.onlicecricgear.com](http://www.onlicecricgear.com), which only offer equipment for one sport.

Currently the presence of company can only be seen in the metro cities as a result of which the brand awareness is not so wide spread. As they have entered into sports infrastructure business and approaching the builders and developers of different cities, they are increasing the awareness in the market.

**Note:** Major ecommerce companies such as Flipkart, Amazon Shopclues, and a few other behemoths are excluded because they deal with a variety of products, unlike sports365, which is solely focused on one.

- On boarding more brands: When compared to the other companies in the market, sports 365 has the most brands on the boards.
- Wider product offering: Sports365 now offers a wider range of products to customers as well as schools and other institutions with which it has ties, such as: Sports365 also provides the necessary technology equipment for practice sessions. On the websites of its competitors, such equipment is not available.
- Institutional client base: One of the most distinguishing features of sports365 is that it generates money not just from individual customers but also from institutions such as schools and sports clubs.

## Future challenges

- **Low sales due to brand reputation:** Some large corporations, such as Decathlon, have already carved out a sizable market share, and their well-known brand offers them an advantage over small e-commerce businesses.

Increased marketing activities and increased customer awareness through a broader distribution network can aid in the firm's recognition. Sponsoring high-profile events and selecting the correct ad spaces can also be beneficial.

- **Shift from field sports to online gaming:** As time goes on, the online gaming sector continues to grow. From GTA to PUBG, the majority of youths are gravitating towards video games, reducing the target audience for fitness and outdoor activities. Due to a lack of professional options, today's youngsters are not interested in participating in physical sports.

- **Lack of real time experience:** Customers who bought sports equipment online didn't have a hands-on experience with the goods, which is critical when buying sports equipment. Buyers are also concerned about the quality of the things they are purchasing at retail.

- **Transportation and storage problem:** Even if sports365 succeeds in breaking into new areas, transportation and storage costs prove to be prohibitively expensive. Because people's tastes in sports range from state to state and region to area, preparing different batches is expensive.

The cost of setting up extra production units can be greatly reduced. However, the plant must only be put up in places where there is a substantial demand for sporting goods.

- **New business practices:** Covid-19 has changed the world drastically. Sports365 too will feel the heat of the same. As they have entered into infrastructural business, they have to send down their experts to the site to the analysis. This can pose to be a problem as more and more people are inclining towards remote working concepts.

**PART B**  
**Project Work**

## **Objective**

- To develop a deeper knowledge of the shifting market landscape, how unpredictable it may be, and how we can use new business processes and global supply networks to transform these changes into opportunities.
- Conduct a thorough investigation and market research, as well as locate businesses who are relevant to our industry.
- Research and assess the digital market for the company.
- Converting prospects into clients for the company through the creation and maintenance of a database of possible leads.
- Making contact with produced leads and informing them about our company and services, with the goal of converting them into possible clients.

## **Data Collection**

- Secondary information was gathered from the vendor's Google listings of potential Indian clients. We also collect secondary data from sellers on other online platforms because we know they're interested in the platform and could be potential business partners. The majority of these suppliers are located in Tier 1 and Tier 2 cities.
- After establishing a pipeline of their datasets, cold calls are made to these vendors, who are informed on the Schools365 concept and asked whether they are interested in onboarding. The prospective vendors are then evaluated to the company's policies and requirements, and if they fit the criteria, they are considered for further consideration. A new sheet is created with the data of the qualifying vendors.
- Customers are approached for a second-level chat after this database development and first-level calling activity, during which all of the online onboarding instructions are presented in detail. Our manager will engage in further discussion, if necessary, after logging the client's condition.



## **Output**

- Prepared the database of builders and developers (leads) from different cities from Rajasthan and contacted them to pitch about the company and how they can help them in developing a sports infrastructure of superior quality.
- Calling those leads for potential conversion by pitching them about the benefits that Sports365 can provide if they collaborate with us.
- Along with this, also tried to pitch about purchasing the sports equipment from Sports365.
- After multiple calling and follow-ups no leads were converted into potential customer because of several challenges.

## **Challenges**

- Some real estate companies were skeptical about technology, as a result, persuading them came out to be a challenge.
- Builders and developers felt that they do not need the help of third party when they can do the development themselves.
- There was a reluctance in the developers to understand the importance of having a good sports infrastructure in their project.
- Covid-19 was one of the biggest challenges as the developers has the mindset of minimising the cost of the project as a result, they were not interested to collaborate.

**PART C**  
**Learning from Summer**  
**Training Project**

## Porter's five force analysis of the company

Porter's Five Forces is a strategy for determining an industry's vulnerabilities and strengths by identifying and analysing five competitive forces that define every business. A five-forces analysis is widely used to define corporate strategy by identifying an industry's structure. Porter's model can be used to understand the amount of competition within an industry and improve a company's long-term profitability in any sector of the economy.

The five-force analysis of Sports365

- **Threat of new entry:** The entry hurdle to the market is far too low. Everything is moving digital these days, and the government is assisting e-commerce businesses. The major issue is establishing a solid supply chain and maintaining efficient logistics.
- **Supplier Power:** The company has a low switching cost, which diminishes the suppliers' bargaining leverage. They usually have several suppliers in order to limit their reliance on a single one.
- **Buyer Power:** Customers typically have a cheap cost of switching. Customers have become more discriminating in their online purchases due to the abundance of information regarding products and prices. Customers' bargaining power has increased as the variety of options has grown. They can quickly compare prices across many websites.
- **Competitive rivalry:** Decathlon, Amazon, and Flipkart are major competitors in the sector, all of which deliver things online. Decathlon is the market leader in the e-retail of sporting goods. Amazon and Flipkart sell products from a variety of industries, and because they are well-known in the ecommerce market, they face stiff competition.
- **Threat of substitution:** In the sports industry, the threat of a substitute product is minimal. As sports fans, we are devoted to a single brand's product. They have gained trust and faith in that product. In sports goods, quality is crucial because it helps to prevent injuries.

## Strategic Framework

The major goal of incorporating this business was to cater to a segment of the sports and fitness sector that was underserved. Aashutosh Chaudhari, the company's founder, wanted to turn his passion for sports into a business, and he discovered sports and fitness to be a natural fit. Until now, the company has been focused on filling a gap in the industry by fulfilling the sports and fitness-related demands of individuals and institutions. As a result, its strategy and objectives are always crystal defined, with the goal of serving this business. The goal is to gain a majority share of the market in this area.

The McKinsey 7S Model is a technique for analysing an organization's "organisational design." The model's purpose is to show how the interactions of seven important aspects - structure, strategy, skill, system, shared values, style, and staff – can lead to organisational effectiveness.

- **Shared Value:** In the following years, values are expected to reach a revenue objective of Rs.1000 crore. For individuals and institutions, the organisation is sometimes referred to as the "First Port of Call for Sports and Fitness Related Needs." Everyone associated with the organisation believes in the above-mentioned statement and works in accordance with it. The goal of the share is to make work as simple as possible. Employees, staff, managers, and interns place a high priority on teamwork and mutual trust. As new interns or employees join the organisation, these values are always shared and cultivated.
- **Strategy:** The plan to create a hybrid business model. To be known as a category expert in e-commerce and institutional engagement models. They're engaging with communities and aggregating user bases at a variety of academic institutions, schools/colleges, corporations, fitness centres, and so on. The organisation is putting in a lot of effort to engage with sports and fitness enthusiasts on a local level, and it fosters the atmosphere by encouraging active participation on the ground.

The development and maintenance of the Team's DNA is their second most essential approach. This organization's competitive advantage is its team, which consists of highly qualified individuals, players, and athletes. When a team interacts with a customer, the team's sports passion is evident.

- **Structure:** Starting with lower-level personnel and working up to the Board of Directors, the organisation has a well-structured hierarchy. The communication flow is likewise well

defined, and the staff adhere to the rules with zeal. The management has been granted some discretion in making decisions, although they must disclose any changes to their immediate superior. This technique ensures that a good communication and operational channel is kept open.

- **Systems:** Customers' support and pleasure are important to the firm. They have formal mechanisms in place that require products or sporting equipment to be branded and of high quality. They have suitable distribution mechanisms in place to ensure that their items are delivered on time. For new business development and mergers and acquisitions, the company has mechanisms in place.
- **Skills:** All of the members, workers, and interns are athletes in addition to having top managerial skills. A good sportsperson, according to the company, is always motivated to engage with sales and marketing. Winning is taught through sportsmanship. As a result, companies frequently hire candidates who excel in one or more sports. Co-founder is a badminton player and a fitness freak. COO graduated from IIM-L and has worked for top firms such as P&G and McKinsey. He is an accomplished tennis player. All of my other coworkers and managers are professional cricketers, volleyball players, swimmers, and so on. These basic talents keep the team motivated and allow everyone to share in the success.
- **Style:** The company has established a leadership style. Interns and team members will be more motivated as a result of feedback, games, and raises. Employees are given the authority to make decisions and to participate in the decision-making process. The company's working environment is constantly energising and upbeat. There are a variety of work hours to choose from. The company has a democratic management approach and regards sports as a form of culture.
- **Staff:** Customer satisfaction is a priority for the staff, as is assisting the organisation in meeting its objectives. Employees receive greater advancements and career prospects as a result of the company's efforts. They are rewarded financially when they attain or convert the company's best customers/institution.

## Key learnings

Being the Business Development intern, I learned about few of the current market scenario:

- Market condition of real estate industry- The real estate industry is badly affected by Covid-19. The construction work was halted as a result the cost was incurring and the companies had to pay it from its capital. Along with this, the sales took a southward run as the customers were not able to make big purchases.
- Challenges faced by the companies during Covid-19- The e-commerce companies were facing various issues. Some of them were related to logistics. They were not able to fulfill the customer order as the country went into the lockdown.
- Changing working culture of the companies- The companies who were previously interested in developing the sports infrastructure is now not looking for the same as most of the staff is working from home as a result of which there is no need to develop sports infrastructure.

As the world is moving towards remote working, having a soft skill like maintain good relations with the customers through mails and calls is very crucial. People are becoming more comfortable with working from home where as some are still facing the difficulty. Making the prospects understand about the product and services over telephonic calls and video calls may seem like a small thing but plays a very important role in doing sales in today's world.

I also used an important concept of marketing i.e., segmentation and targeting. It played an important role in my day to day working at Sports365.

It also enhanced my data digging and secondary data researching skills which is very crucial in current business world. While researching, I also found out about the customer's behaviour and their needs and how it has changed because of the pandemic.

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## Declaration

I hereby declare that this project titled “**Marketing and Sales Startegy**” at **Sports365 Pvt. Ltd.** is an original work done by me under the guidance of **Ms. Upasana Bhat.** This project is being submitted to Institute of Management, Nirma University, Ahmedabad, after completion of Summer Internship at the organization in fulfillment of academic requirement for the award of degree of Master of Business Administration (MBA). I also declare that this project has neither been submitted to any other universities nor done by any other student earlier for the award of degree, diploma, associate ship or any other similar title.

*Signature:*

DATE: 12<sup>th</sup> July 2021

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