

OLYMPIQUE LYONNAIS



Football Academy
- Bengaluru, India.

Arjun Sridhar
Anwar Sayeed
Meghan Ankola
Rohit Mukherjee



CONTENTS

- Introduction
- Why Bengaluru?
- Competition landscape
- Olympique Lyonnais - India academy
- Unique Selling Proposition (USP)
- Business model
- SWOT analysis
- Communication strategy
- Pre-launch activities (up to 6 months prior)
- Post-launch activities (Talent retention activities and marketing/talent acquisition activities. Up to 6 months after commencement of program)
- Conclusion

INTRODUCTION

- Popularity of the sport of football steadily rising.
- Globalisation. Then rise of TV, broadband and mobile penetration led to football becoming easily accessible.
- Organising and conducting “Baby Leagues”(youth competitions) indicates heading in the right direction.
- In the past year, sports viewership increased by 7% to 3 billion engagements on TV.
- According to a study conducted by Velocity MR. Youth and young adults make up the majority of football consumers. 69% are aged 26 or younger.
- 50% of the consumers are married and with children.
- 77% of the respondents followed the 2018 FIFA World Cup.



WHY BENGALURU?

- Rise in the number of quality football academies in the city indicates a rise in demand.
- There have been quite a few clubs who have made the decision to come to Bengaluru over the past 5 years
- Club Atletico Boca Juniors set up their football youth academy in Bengaluru in 2013
- Bengaluru FC Soccer Schools started in 2014
- Ligue 1 club Paris Saint-Germain too set up in Bengaluru in 2014
- Football Club Barcelona launched two football schools (Barca Academy or FCBEscola India) in Bengaluru in 2018



CONT.

- The city of Bengaluru is known for its sports culture and enthusiasm
- Traditional football powerhouses in India like Kolkata and Goa have already established football academies that people find an affinity to
- Bengaluru is home to some of the top International Schools of the country, who will be eager to get involved in the sports revolution happening
- 215% increase in average impressions in the state of Karnataka for the Indian Super League over the past year
- Among the major cities of India (Mumbai (19%), Delhi(19%), Bengaluru(17%), Hyderabad(16%), Chennai(13%) and Kolkata(16%)) Bengaluru has the second highest awareness and following of the FIFA World Cup
- The city is the technological and IT hub of the country, containing a diverse and dynamic culture. Bengaluru is a corporate and start-up stronghold of India and invites a lot of investment
- Availability of infrastructure, resources and accessibility



COMPETITION LANDSCAPE

Competitors	Strengths	Weaknesses	USP
Barcelona Academy Or FCB Escola	<ul style="list-style-type: none">• Brand name of FC Barcelona• Reputation and prestige of links with "La Masia"• Tie up with Conscient football, the largest and most reputed grassroots initiative in India	<ul style="list-style-type: none">• Location very distant from the centre of the city• Recently launched and hence not an established academy• No association with a local partner	<p>Promise to play the globally recognised "<i>Barca way of football</i>"</p>
Boca Juniors India	<ul style="list-style-type: none">• Recognised as the "Best International Football Academy" by the All India Football Federation (AIFF)• Encourages and develops not just local players, but also local coaches	<ul style="list-style-type: none">• Not as big a brand as its competitors (FC Barcelona, PSG etc)• Pressure to maintain the high standards and not compromise on quality	<ul style="list-style-type: none">• Offer exchange programs with other academies and fellowships.• Training trips to Argentina



COMPETITION LANDSCAPE

Competitors	Strengths	Weaknesses	USP
BFC Soccer Schools (Bengaluru Football Club)	<ul style="list-style-type: none">• One of the top teams in India• Senior team contains quite a few national team starters	<ul style="list-style-type: none">• Severe lack of utilization of technology• Top club in India. But competing with top global clubs for the same target customers	Connection with the city, coupled with being a top team
Paris Saint-Germain Elite Academy	<ul style="list-style-type: none">• Gives its students individual attention• A lot of emphasis on fitness and they are the best at it	<ul style="list-style-type: none">• Not as popular as British and Spanish clubs• Don't play a lot of competitive games, focussing rather on technical development	Every session is headed by their best international head coaches, Moussa Touré



COMPETITION LANDSCAPE

Personal Interviews:- Key inferences from personal interviews: The academies and personnel spoken to wish to remain anonymous and have just permitted us to report our inferences rather than their exact thoughts and opinions. This is what we have been able to interpret and infer:

- Indian clubs/based academies are competing on equal footing with overseas academies.
- Indian academies are present at a lot more locations and aren't as expensive as their overseas counterparts
- Unlike foreign clubs, most of the Indian academies are run/funded solely by their academy activities and have no major investors
- There is a space in the market available for new entrants to focus on international tours. Something that is lacking in the current landscape among the competition
- In terms of options, there are many available academies in the market, so numbers isn't a problem. But there aren't many top quality academies available. So focus on quality over quantity

OLYMPIQUE LYONNAIS- INDIA ACADEMY



- Set up a youth academy system in Bengaluru
- Partner with 4 top International schools (*Jain International Residential School*, Kanakpura. *Mallya Aditi International School*, Yelahanka New Town. *Oakridge International School*, Sarjapur. *Ebenezer International School*, Electronic City). Academy open to students of these schools. These schools are all in the affluent areas of the city. This will significantly reduce costs as majority of the equipment and infrastructure provided by the schools
- Curriculum such that it contains a 50-50 split to give importance to both sport and academics
- Separate girls and boys teams. Students compete in biannual intra tournament between the 4 school academy teams
- Students will work on academics and football simultaneously. When they graduate from one year to the next, they also develop and graduate within the football team. For e.g. class 10 students will be in the U-16 team. Class 8 students will be in the U-14 team and so on
- Residential/boarding school/academy system. Students taught from early how to live like a professional. Focus not only on the football development, but also on holistic character and personality development
- Live like a player. Grow as a person
- 3 top coaches to be brought from the academy system from France. The rest of the staff (coaching, operations etc) will be hired local to aid in the development and improvement of the standards



UNIQUE SELLING PROPOSITION (USP)

- Involvement of technology- VAR, Goal line and various performance analysis tools to be used.
- None of the youth academies in Bengaluru make use of top level technology at this level. Aim to acclimatise the prospects with the real world environment, to better prepare them
- Provide a “Placement Service” to the final year students (U-16). Host open sessions and invite scouts from the top Indian clubs (I-League and Indian Super League) where the prospects can showcase their footballing and academic abilities.
- Equal emphasis on player and personality development in a structured, well defined curriculum
- Once a year, the U-14 and the U-16 teams will play the Lyon youth teams in France



BUSINESS MODEL

- **Description:-** The Lyon India academy is a youth focussed football academy that aims to develop prospects to thorough professionals. The academy partners with 4 top international schools.
- **Key Objectives:-**
 - 1) Increase the standard of local football
 - 2) Become the #1 football academy in Bengaluru
 - 3) Promote the culture, and philosophy of Olympique Lyonnais
- **Target customer:-** Students/Parents of the 4 international schools
- **Our pricing:-** Annual fees of Rs 3,00,000 (approximately 3,000 Euros)
- **Growth opportunity:-** Finding success in Bangalore can lead to gateways and opportunities to expand to the other major cities in India and create a pan-India presence.



CONT.

- **Investment required (Annual):-**
- Administration- Rs 40,000 (500 Euros)
- Transport- Rs 70,000 (900 Euros)
- Salaries- Rs 40,00,000 (50,000 Euros)
- Miscellaneous- Rs 50,000 (600 Euros)

- **Go-to-Market:-** Channels used to market and sell:-
- School gatherings
- Mall and park activations
- Word of mouth
- Activations with the help on Lyon's sponsors



LYON-INDIA - SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none">• Association with 4 top international schools• Unique curriculum emphasising on holistic development• Latest and best technology implemented• Presence at multiple locations across the city	<ul style="list-style-type: none">• Initial/Capital investment could be deemed a little high• Because of the need to achieve and maintain high standards, serious investment on the local coaching and staff required which might be time consuming• New entrant into the market. Might take time to win people over
Opportunities	Threats
<ul style="list-style-type: none">• Huge opportunity to promote and popularize Ligue 1 and gain an advantage over rivals• The model of forming a partnership with local international schools, if successful over a period of time, can then be implemented pan India	<ul style="list-style-type: none">• Not many foreign clubs academies in India, but the ones that are here are well established and will provide stiff competition• Few of the competitors have unique curriculums that rival Lyon-India's. (e.g. Boca Juniors)



COMMUNICATION STRATEGY

Communications Tool	Purpose
Olympique Lyonnais website- India page	The website is an important information tool. Must be visually attractive, user friendly, interactive and up to date
Social media	Great tool in terms of linking the local and the international community. Can be used to announce game dates, offers, interviews, schedules and more
Strong and consistent branding	Branding in a consistent manner will reinforce and reassure the customer about the brand. The brand associations (with Adidas and Hyundai) will also be key in attracting attention
Lyon-India academy logo	A logo is one of the most important tools. A high quality and easy to reproduce logo will also be easy when it comes to branding
Frequent communication tools	The use of blogs, newsletters, email subscriptions and press releases will keep everybody regularly informed

CONT.



Communications Tool	Purpose
The staff, coaches and athletes must be in line with the communication	A strong communication team is required. The staff must be well trained and the coaches and athletes must also be invested in the process
Media monitoring	Monitoring the media activities and the responses via media interaction will give the technical and creative teams information that they can use to modify and make future communication strategies
Community events	Organise a day out, organised by the coaches and the athletes. Organise a fest or a fair. Also organise events with links to social causes (fitness, diabetes etc)

PRE-LAUNCH- UP TO 6 MONTHS PRIOR TO THE LAUNCH (LAUNCH ON AUGUST 31ST)



- **6 months to D-Day:** Adidas store (near the schools) activation to introduce and promote the academy via Olympique Lyonnais merchandise and contests. On one weekend, organise a French culture themed evening in a top hotel/restaurant (near the schools) (e.g. Shangri-La). Keep promoting and raising awareness about the Lyon-India academies at the activation venues
- **5 months to D-Day:** Hyundai India introduce their luxury segment (Genesis Motors) with a Lyon themed car. People purchasing a car will get Lyon merchandise and goodies. Another weekend of organising a French culture themed evening at a luxury hotel/restaurant talking about the culture, tradition, football and the academy

CONT.

- **4 months to D-Day:** Continuation of the Adidas store activations. This time discounts being offered on merchandise. Organise an eSports tournament. There must be 4 in a team and each team must contain one student from each of the 4 different schools. The tournament winner will receive goodies and a 25% concession on the first year's fees (that way every school has a student who has earned a discount and there is no bias). They will also get to play one game against the official Olympique Lyon eSports team
- **3 months to D-Day:** Advertise and show the facilities of the academies and also provide a Virtual Reality tour of the Parc Olympique Lyonnais (Groupama Stadium). Depending on availability, have a current first team player come over for one weekend to visit the 4 schools (2 schools in a day) for a Q&A session with the children

CONT.

- **2 months to D-Day:** On the 4 weekends of the month, conduct demo classes where even the parents are involved. To provide a first hand experience of the unique curriculum
- **1 month to D-Day:** Weekend demo classes to continue for the first two weeks. Orientation to be done on the final week of the month

POST-LAUNCH- UP TO 6 MONTHS POST THE LAUNCH- TALENT RETENTION



- **1 month post-launch:** Create and launch an online database, accessible by the school, the academy, the students and their parents, where the prospect's/student's academic progress, football development, personality development and coaches and teachers feedback is available
- **2 months post-launch:** Have a coach from the academy in France to conduct sessions for a couple of weeks (and for every other month, from this month onwards)

CONT.

- **3 months post-launch:** Conduct a weekend session (for the 4 weeks of the month. One weekend in one school) that heavily involves the students and parents on all things sports, but only the off field and non technical matters (sports science, sports psychology, sports nutrition, impact of sport on academics and vice versa)
- **4 months post-launch:** A week long excursion to Kerala that will involve experiencing a new culture and getting to know about their footballing culture
- **5 months post-launch:** A week long excursion to Goa to experience their culture and their footballing culture

CONT.



- **6 months post-launch:** Organise a tournament between the 4 academies for the age groups of U-14s and U-16s. The winning teams will be flown to France to play a couple of games against the Olympique Lyonnais youth teams in France

POST-LAUNCH- UP TO 6 MONTHS POST THE LAUNCH- MARKETING/TALENT ACQUISITION



- **1 month post-launch:** Organise screenings of Lyon games at venues in close proximity to the schools
- **2 months post-launch:** Indian national Hockey team captain (Adidas athlete) to be at the Adidas stores near the schools over the 4 weekends for a meet and greet. Can show what it is like being a professional sportsman in India

CONT.

- **3 months post-launch:** Meet and greet with Florent Malouda (first 2 weekends) and Juninho Pernambucano (the final 2 weekends). Can talk about how it is like making it at Lyon and making it to the first team
- **4 & 5 months post-launch:** Adidas store activations and organise a French themed evening at luxury hotels/restaurants on the weekends (Just like what was done in months 1 and 2 pre-launch)
- **6 months post-launch:** Introduce offers and discounts for those registering for the following year. Organise meetups for potential customers to meet and network with the academy hierarchy and the current customers. There will also be a social media series documenting the lives of the students enrolled into the academy (“The life of a student-athlete”) to create a buzz and get people talking



CONCLUSION

The primary goal here is to set up a world class academy system in Bengaluru, India.

The mission of the Olympique Lyonnais academy is to ***train and shape a player at the core***. With Lyon-India, this goal can be practiced and implemented in India. Football is the third most popular sport in India, and with the recent success of the Indian national teams and the Indian Super League, the opportunity to be a part of, and take the Indian football revolution to the next level beckons.

There are also possibilities to attract local investing public to participate in the company's equity. This would need certain permissions from the Government of India, which can be worked out

For a club the size and stature of Olympique Lyonnais, the Indian market is an untapped mine. This is also an opportunity for a non-British or non-Spanish club to really make a statement in the Indian market as a top quality foreign club academy and open up a whole new dynamic for the club's global status and presence.