



Parikrma Champions League: Corporate Community Partnership

S Mukherji, Indian Institute of Management Bangalore¹

There was pin drop silence in the stadium as the striker from The Ryan School Bangalore proceeded to take the spot kick. The little frame of the goalkeeper from Parikrma Centre for Learning looked even smaller defending the 24 feet width between the goalposts. The vociferous supporters of Parikrma school that included school children, teachers as well as senior management from Menzies Aviation, one of who was the commentator, had gone silent in nervousness – if the striker converted the spot kick, Ryan School would move into the final at Parikrma's expense. A few steady steps, a confident kick and despite a valiant effort from the goalkeeper, the ball found the back of the net! As the electronic score board at the Bangalore Football Stadium flashed the words GOAL, the commentator put on a brave face to declare the end of the tie-breaker and the result that Ryan School had moved into the final of the Equality Cup. The players of Ryan School jumped on one another in joy, ending in a large heap at the centre of the field while the Parikrma players silently walked back towards the players' tunnel looked crestfallen. Shukla Bose, the founder of Parikrma had disappointment writ large on her face. This year Parikrma was celebrating the tenth anniversary of its founding and a win, she felt, would have added to the zest of the anniversary celebrations. However, she quickly overcame her disappointment and braced herself for the final day of Parikrma Champions League (PCL), a unique inter-school football tournament that she had organized along with Menzies Aviation, which intended to bring together school children from various economic backgrounds to compete on equal footing. She commented

It would have been hugely encouraging for the children if we had made it to the finals. But given that our team does not even have a playground to practice², this by itself is a huge achievement. Moreover, it is about participating, playing and competing to the best of their abilities. The high that the children get, playing or watching sports goes a long way in making them better students and better individuals. It is not about any one game. It's about the bigger picture of development through sports.

The idea of PCL was inspired to overcome a fundamental inequality. When Parikrma – a free school for underprivileged children, wanted to take part in inter-school football tournaments, they were denied invitation by the elite schools of Bangalore. Therefore Shukla decided to start a football tournament of her own. Her dream was to make it inclusive and to organize it in such a manner that not only would the elite schools want to take part it, but it would also define the standards in terms of organizational excellence. In Menzies Aviation, she had found a perfect corporate partner who not only funded the initiative, but also sent some of their top managers to organize the event such that in terms of event management, PCL became nothing short of being world class.

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² The Parikrma team travelled 15kms every morning at 4 am to the campus of Indian Institute of Science to practice for couple of hours before their school started

During the past three years, PCL had evolved strength to strength, becoming one of the most coveted inter-school football tournaments in Bangalore, even as it had benefitted Parikrma and Menzies in developing their management talent and exposing them to working in teams that cut across geographic, cultural and language barriers.

Parikrma – The Evolution

Shukla started Parikrma³ Humanity Foundation in 2003 with the intension of transforming lives of children who lived in slums and who would not, otherwise, have had the opportunity to be in a school during their lifetime. As a member of government's "Commission on Slum Clearance Board", she realized that it took the government machinery an enormous amount of time to get things done and given the alarming number of children who were out of school⁴ in India, there was hardly any time to lose. She therefore decided to start a school on her own, renting a rooftop for INR 2700 at a slum in Bangalore, starting with a team of 11 teachers who taught 165 children from the slums⁵. Since the roof of the building was only partially covered by a tin-shade, the teachers and students had to huddle in one corner during the rainy season, which turned out to be a unique bonding experience and was symbolic of Parikrma's journey where adversities were often transformed into opportunities. During the next ten years, Parikrma grew to four schools and a junior college which together provided education to more than 1500 children coming from 69 slums and four orphanages in Bangalore.

Right since its inception, Shukla was determined that Parikrma would not get caught in the numbers game. Rather than focusing on the number of children who are getting educated, they would focus on the quality of education such that every child was adequately prepared to face the world on equal footing compared to their more fortunate peers from privileged backgrounds. As a result, Parikrma schools adopted the ICSE⁶ curriculum that was deemed to be best-in-class and English as the medium of instruction so that the children could develop into global citizens and communicate anywhere in the world. Despite initial apprehensions, the children coped well with the rigours of the curriculum. All of them developed fluency in English such that they were as comfortable talking to senior leaders of corporate India as they were interacting with scientists from NASA during their tours for international exposure.

Parikrma schools intended to create a classroom environment that got the children interested and engaged while encouraging them towards critical thinking. The teachers were trained to ask open ended questions rather than deliver lectures. They were also encouraged to experiment with pedagogical methods such that the focus of the class was on learning instead of competing against one another. Despite its humble beginnings, Parikrma schools invested substantially in modern technology such as smart boards so that the classroom infrastructure was comparable to any modern school. Classroom teaching was complemented with guest lectures from professors and scientists from reputed institutions, open forums for debates and discussions as well as with interesting projects. For example, as part of their CSR initiative, Adobe Technologies launched "Adobe Youth Voice Programme" where children were encouraged to do films on their own. Adobe also held one of their board meetings in Parikrma which was followed by a question and answer session (a mock AGM!) with the children.

³ The word "Parikrma" means "circle or whole" that represents the 360 degrees approach to change that Parikrma schools intended to introduce in the lives of the children

⁴ India has about 440 million children. Though a majority of them are enrolled in schools, 50% of them do not attend schools regularly. Even among those who attend, fewer than half can do basic mathematics or reading after five years of schooling.

⁵ According to a 2007 report titled "Slums and Urban Welfare in Karnataka's Development" by Supriya Roy Chowdhury, about 20% of Bangalore's population or 2.2 million people live in slums

⁶ Indian Council of Secondary Education



Since almost all the children in Parikrma schools were first generation learners, they did not have a conducive environment for learning in their homes. With an average income of INR 2500-4500 per month, most of their families struggled to make both ends meet, thereby falling short in providing adequate nutrition or healthcare to the children. Therefore, Parikrma schools made arrangement to feed the children as well as to provide them with basic healthcare facilities. Close to 90% of the calorific needs of the children were met through the nutrition provided in the schools. Children were provided with immunization and vitamins and taken for health checkups twice a year. Parikrma also bore all hospitalization and surgery charges, as and when it was necessary. For example, many of the children needed braces for their teeth or a cleft lip / palate surgery that their parents could not have afforded. Parikrma provided them with the necessary treatment because it was felt that it would boost the confidence level of the children. Such healthcare initiatives at Parikrma were supported by local hospitals such as NIMHANS and Manipal Hospital as part of their CSR initiatives.

It was not long before Shukla and her team realized that to keep the children in school they needed to make interventions even at their homes. The fathers of most of the children were alcoholic and their mothers were often struggling to earn a proper livelihood. Many of them were at the receiving end of various kinds of exploitation. It was difficult for the children to sustain what they learnt at school when they went back to their homes that were characterized by extreme poverty and violence, often exposing the children to events that left a lasting negative impression on their impressionable minds. Many of the children were forced to discontinue studies so that they could supplement their meagre family incomes. Moreover, not all the parents believed that educating their children would make much difference to their lives. Parikrma therefore started to run programmes that not only counselled the parents, but also enabled them to earn more income. The mothers were imparted skills training such as tailoring and embroidery and were connected to boutiques that could employ them. Many of the fathers were sent for de-addiction programmes and Shukla used her corporate connections to get some of them employed in small manufacturing units, once they were back. Some of the others were provided with soft loans so that they could start their own business. For example, three of the fathers were taught to cook and eventually they started a catering service that supplied food to Parikrma schools.

Soon, the impact that these interventions had on the families became evident. The attendance in parent-teacher meetings shot up to 80%. Most of the children taught their parents how to sign their names so that the parents no longer needed to give thumb impressions. Seeing the effect that education was having on their children, mothers of some of the children approached Parikrma with the hope of getting educated themselves. Parikrma thus started an after-school programme for the parents that would teach them basic English and mathematics. They were exposed to science and thereby encouraged to think rationally, instead of depending on blind faith and superstition. With the help of social workers who worked in the slums, Parikrma organized them into informal self-help groups and taught them to inculcate saving habits. Parikrma also helped them to open bank accounts where Shukla had to act as a guarantor. To a limited extent, Parikrma also provided the parents assistance in healthcare. For example, the Rotary Club conducted an eye-clinic and Kidwai Hospitals organized a cancer detection camp and provided chemotherapy to patients free of cost. Commented Shukla:

Our intension is to bring about a 360 degree transformation in the lives of the children so that they have the right values and develop into confident citizens with a deep sense of responsibility. We keep the final product in mind and work towards it, rather than worrying about sustainability or scalability. We do not want to have many Parikrma schools – we would rather like other schools to embrace the “Parikrma way” of education. We would like to train and mentor teachers in government schools, who should move away from the traditional chalk and board



teaching method. The teaching community has lost its pride in the profession and we need to restore that.

Thus, the group of teachers at Parikrma was critical for achieving the vision that Shukla set out for the organization. Mostly women with an average age of about 30 years, the teachers were a highly motivated lot who bonded closely with the children and shared responsibilities of the 360 degree transformation that Shukla talked about so often. Parikrma also worked with several social workers who facilitated their connection with the local communities.

Since Parikrma never believed that classroom based teaching was the only way of educating children, it laid a strong emphasis on sports. Shukla realized that sports enabled Parikrma to reach out to some children who were otherwise difficult to be influenced by other means of education and decided to introduce three disciplines – athletics, taekwondo and football. It was not long before Parikrma students started to win medals in sporting events as well as made their way into state junior teams. However, the benefits of sports for these children went beyond winning. While on one hand, sports was an effective means of imparting values such as responsibility, collaboration, team-spirit and fairness in competition, it also enabled the children to channelize their energy meaningfully, develop pride in their achievements and thus make them confident to face the world.

For its financial sustainability, Parikrma was primarily dependent on grants and philanthropies of corporations. It maintained a wide network of corporate connections that included Yahoo, Tech- Mahindra, St. Gobain and Tesco, who as part of their CSR programmes got engaged with different initiatives at Parikrma. For example, Synopsis donated US\$ 25 K for a programme titled the Joy of Learning Science, while Cognizant and Rabobank were involved in developing a Circle of Life software programme that would enable Parikrma track the evolution of a child. Menzies Aviation, part of the US\$ 2.5 billion John Menzies Plc was one such well-wisher of Parikrma, who used to provide financial support to Parikrma. However, their nature of engagement changed dramatically from 2011, when Parikrma and Menzies decided to organize PCL, a unique inter-school football tournament.

PCL: Stepping up Menzies' CSR Initiative

Richard Knight, founder of Maasai Camel Limited, who worked closely with Menzies Aviation as a consultant, had been talking to Craig Smyth, President and Managing Director of Menzies Aviation about community challenges – where organizations sent their managers to work with communities addressing some needs of the community. Such challenges provided managers with experiential learning in a context that was far removed from what they were familiar with. Such experiences also made deep emotional connections because it not only made the managers intimately aware of the challenges the community faced, they also felt some kind of satisfaction in addressing a need of such typically underprivileged communities. Craig mulled over the idea for a couple of years before he invited Richard to talk to the Menzies Board about it. It was a year when Menzies had performed particularly well in business and wanted to reward its top performers with something memorable, even life-changing. Richard suggested that they should consider community challenges and the Board got interested. They asked him to get back to them with several possible locations from around the world from which the board would make a final selection.

As part of his desk research, Richard looked at organizations and communities with whom Menzies already had some connection and located Parikrma in Bangalore, India. He rang up Shukla Bose to learn more about Parikrma, find out what needs she had and assess whether there was a community challenge possibility for Parikrma and Menzies Aviation. On hearing about her desire to start a football tournament and her larger dream of developing underprivileged children through sports, he realized that it could turn out to be



the opportunity that he was looking for. When he presented the idea to the Menzies board, they liked it⁷ and thus, Parikrma found its corporate supporter to start Parikrma Champions League, an under-16 football tournament for schools.



It was decided that the organizing team of PCL will comprise an equal number of members from Parikrma and Menzies Aviation. While the team members from Parikrma would do the ground work in Bangalore, those from Menzies Aviation would work remotely till they arrived in Bangalore, a few days before the tournament. In India, inter-school football did not evoke a favourable perception – they were often mismanaged, conducted on poorly maintained fields where neither the officials nor the organizers arrived on time. Naturally, it was difficult to attract spectators to such events or to generate any kind of excitement around them. The PCL organizing team decided to change all that. They organized an intermediary to meet the head of KSFA⁸ whilst at a FIFA conference in Switzerland. The KSFA agreed to allow the tournament to be held in the Bangalore Football stadium, one of only three stadiums in India that had an artificial all weather pitch. The organizing team focused on improving both the players' and spectators' experience. They designed a players' tunnel from the changing rooms to the pitch and invested in a large audio visual screen to show results, video, replays and interviews during the tournament. Richard also knew a young American called Julian Roberts who ran the fastest growing online video logging sports site called JRSportBrief. Julien produced video reports of the event and posted them online with YouTube. The organizing team visualized PCL to be a high profile sports entertainment event that would have colourful opening and closing ceremonies and would attract star players and corporate leaders as guests. The players would be provided with proper nutrition and healthcare facilities, even as state-of-the art technology would be used to determine their ages correctly⁹. In order to raise its profile, a promotional video

⁷ Menzies also chose other community challenges such as working with a Zulu Community in South Africa to develop a pre-school facility and to build an outdoor social area for an orphanage in Romania

⁸ Karnataka State Football Association

⁹ In the absence of technology that determined age of participants, fielding of over-age players was endemic in these levels of tournaments in India

was shot with the Celtic¹⁰ football team. Arsene Wenger, the manager of Arsenal¹¹ football club sent a good luck message and Alan Shearer¹² did a Talking Heads video to convey their best wishes.

PCL 2011 turned out to be a grand success. 16 schools teams took part in the tournament over five days. There were three outstation teams from Goa, Kerala and Kolkata. The state minister of sport declared the tournament open. Regular updates about the event were provided by Times of India - India's largest daily newspaper and local radio. Each day saw between 200 to 400 spectators and the finals had a crowd of about 1000 people in the stadium. Baichung Bhutia, the recently retired India team captain attended the prize distribution ceremony and declared the atmosphere 'better than any I-league match I ever played in'. Narrated Shukla

A few days later I was in the playground and two little girls who had been spectators at the final came running up to me. "Anka – that was such a good tournament. We are so proud to belong to Parikrma". I thought that was fantastic – that we were building their self-esteem and pride.

The participating teams and the media were impressed with the professionalism with which the tournament was conducted and the quality of infrastructure that was provided to the players. In terms of organizing an inter-school football tournament, PCL set the standards high and it was not long before it became an aspirational tournament for other schools to take part. However, for Parikrma and Menzies Aviation, the impact of PCL went far beyond the tournament. Shukla was overrun with requests from her staff "to be part of the organizing team" next year. Menzies Aviation wrote to their global suppliers and raised funds for the community projects they were involved in. This enabled them to make a substantial donation from that fund towards the running costs of PCL 2012.

For the ten members of the organizing committee who were chosen from Parikrma, it was their first experience of working in an international team. Many of them had not even stepped out of Bangalore during their lifetime. Organizing PCL with the Menzies Aviation team provided them an opportunity not only to interact with people from different cultures but also learn about managing a project that was very different from the kind of activities that they were used to doing as part of their work in the schools. The Menzies Aviation team arrived in Bangalore a week before the tournament started to familiarize themselves with the country and its context. For many of them, it was their first visit to India. Apart from getting to know their team members from Parikrma and they were taken to visit the Parikrma schools. Recollected Sarah Williams, Senior VP of Human Resources who had accompanied the Menzies team

Visiting the schools was a very humbling experience. Even if I knew what to expect, one is never prepared for what you actually see. To visit the communities and to understand where the children came from ...sometimes that can be heartbreaking. The idea was to put this all into a context for our managers, to expose them to something that they have never experienced before. The visits and the tournament make them well prepared for the unexpected.

The Menzies team faced plenty of unexpected situations when they got down to organizing the tournament. For example, PCL 2012 could not start on the planned date because there was a bandh¹³ in Bangalore. As a result, the tournament schedule had to be rearranged and

¹⁰ The Celtic Football Club is the leading Scottish football club based in Glasgow, which plays in the Scottish Premiership.

¹¹ Arsenal is a leading football club playing in the English Premier League

¹² Alan Shearer is a former England International who played for many leading clubs in the English Premier League. He is widely regarded as one of England's best strikers. He worked for the BBC as an expert commentator after retiring from playing football in 2006

¹³ A Hindi word that literally implies "closed", it denotes a general strike, usually called by a political party as a mark

the finals delayed by a day. And a few weeks before PCL 2013, the organizing team learnt that the designated stadium would not be available because Bangalore's football team that was participating in the national league needed the stadium for their practice. This led to another round of frantic lobbying with the KSFA¹⁴. Finally the daily match schedule of PCL was shifted to accommodate the needs of Bangalore football team that needed to practice in the morning. The PCL team also made special efforts to engage with the coaching staff of the Bangalore football team so that their team finished practice on time and thus did not affect the PCL schedule further. Noted Richard

It tested everyone's flexibility, whether we could adapt to change. It was also about learning to work under pressure. It was a real event and the team needed to deliver. How does one put together a tournament within a few days when things can go wrong along any dimensions? Part of it was about anticipating and evaluating risks. One day the KSFA told us "we've got a meeting tomorrow; you need to keep the noise down"! How do you deal with that during the middle of a tournament? When we strictly enforced the age-limit for the participating teams and disqualified a few of their players, the team managers became upset. But we needed to be firm and stick to our policy.

Peter Harraway, VP Finance of Menzies UK and Ireland narrated his experience of being part of the 2012 PCL

I found it be an excellent arena in which to develop leadership and management skills. As a group we were working under pressure to deliver a real project where there were tangible consequences for failure. That, combined with being immersed into a foreign environment with a diverse group of people from all over the globe, not to mention a few hundred hyper-active school children thrown into the mix, made for a real challenge. The programme enabled participants to put the theory into practice and develop themselves through surprisingly open group feedback sessions and one-to-one appraisals. I certainly found this to be very innovative and a great benefit to all involved¹⁵.

Over the last couple of years, the human resource development team at Menzies Aviation worked closely with Richard to bring greater structure to the leadership development programme that took place against the backdrop of PCL. Before they came to India, potential candidates from Menzies Aviation were asked to apply in writing justifying why they should be selected for the programme and how the programme objectives matched with their professional development goals. Once selected, the candidates had a discussion about their perceived strengths and learning priorities using the Menzies Leadership Framework as a guide. In parallel, they were also asked to complete an online Strength Based Leadership questionnaire, which was used by Richard to synthesize their learning when they were in India. Sarah and Richard also had a phone call with the selected participants to introduce themselves, explain PCL in details and help them think through what they wanted to achieve from the PCL experience.

During the tournament, the participants had one-on-one coaching sessions with Richard and Sarah to discuss their profiles and to get guidance on how to process their learning. There were debriefing sessions at the end of each day where the team analyzed what went right, what could have been done better and what to plan for the following day. Richard and Sarah facilitated these discussions, focusing on learning about cross-cultural communication, team dynamics and decision making. After the tournament, the Menzies

of protest. It is a means of civil disobedience where the public is expected to stay at home and all services are either disrupted or stopped. The Supreme Court of India banned them in 1998, but all political parties continue to organize them.

¹⁴ Karnataka State Football Association

¹⁵ Adopted from <http://www.menziesaviation.com/item/detail/p/4/id/551/ref/CCTC---Cross-Cultural-Team-Challenge> accessed on 10th February, 2014

team spent a day together discussing and sharing their individual and collective learning. Sarah and Richard helped the Menzies participants to connect their learning to their individual development plan and to the challenges they faced in their business. Commented Sarah

We operate close to 150 stations¹⁶ in 30 countries worldwide that are culturally diverse. Often, our managers are asked to go and work in completely unfamiliar stations, beginning from the scratch. That would involve project planning, delivering under pressure, communicating across cultural barriers. Thus, the skills that they learn here are very relevant and readily transferrable. When they are here, we facilitate their learning process. The remote working that we planned before the start of the tournament did not work well. Thus, the team realized the importance of face-to-face communication, especially when it is cross-cultural. They learn how to ask the right questions, and the fact that what is taken for granted in one context is considered unacceptable in another.

After they returned to their workplaces, the Menzies participants briefed their line managers about their performance and learning in India. Three to six months after this, there were further reviews with the participants where the leadership framework was revisited to understand how the entire experience had contributed to developing their competencies and how that could facilitate progression of their careers.

Mervyn Walker, EVP Operations of Menzies, who had participated in the 2013 tournament, pointed out some of the other benefits of this experience

The 12 senior managers from different parts of the world come together to work for one to two weeks, in an intense atmosphere, which takes them away from their comfort zone. This is a unique bonding experience, a professional tie that often becomes a lifelong personal connection. It increases cohesiveness and their personal involvement with the organization. We see most of them making faster career progression in Menzies and very few of them leaving the organization. This is not about giving and forgetting – Menzies is getting back from what they have been giving, the children are having a fine tournament and I am sure that there is benefit for the teachers from Parikrma.

Shukla could definitely feel the positive impact that PCL was having on the teachers at Parikrma. While in its first year, being anxious about making the programme a success, she had picked up the best of teachers to be part of the organizing committee, she subsequently started to look at it as a learning and development opportunity for her teachers. Therefore, she selected people who had the most potential but did not have the exposure and were yet to prove themselves. Knowing how many in India got intimidated by foreigners and suffered from some kind of inferiority complex, she insisted that they worked as equals with their counterparts from Menzies.

I tell them that since you are in home territory, you are in far better position to deal with the challenges than your team members from Menzies. And I see remarkable changes in their behaviour and attitude. Having worked shoulder to shoulder with Menzies, they gain in confidence, learn how to setup and follow processes and what it takes to deliver a project and a programme.

PCL rapidly grew in its scope and status over the past three editions. Some aspects of this evolution is summarized in Table 1. The 2013 tournament was preceded by a sports workshop conducted by Charu Sharma¹⁷ and Nandan Kamath that was attended by children from different schools. On its final day, there was a football match held between

¹⁶ "stations" refer to airport operations

¹⁷ Charu Sharma is a famous Indian commentator, compere and quiz master and Nandan Kamath is the managing trustee of GoSports Foundation that works to develop sports talent in India

CEOs that saw enthusiastic participation from the corporate. Reflecting about the future of PCL, Mervyn commented

We are happy to be associated with PCL. We want the tournament to grow each year. We want more schools to participate in PCL, even from outside of India, we want greater coverage and we will send more managers to organize the event. But finally, I feel that what we want is secondary. It is important to understand where Parikrma wants PCL to go.

Menzies Aviation committed to continued support for the PCL. Moreover, other companies started providing sponsorship and indicated their interest in becoming title sponsors if required. Parikrma continue to work with Richard and Menzies Aviation to look at how the staging of this annual event and their unique partnership could help their schools and staff, increase their profile and continue to deliver against Menzies Aviation's CSR and leadership development agenda.



Table 1: Evolution of Parikrama Champions League

Year	Key milestones
2011	<ul style="list-style-type: none"> <input type="checkbox"/> Organizing team primarily from Menzies with help from Parikrma <input type="checkbox"/> Range of event sponsors found, though no sponsor for food <input type="checkbox"/> KSFA agree to stadium being used as home of PCL <input type="checkbox"/> Celtic football club agree to videos and sponsorship <input type="checkbox"/> JRsportbrief engaged to provide professional MC capability and online presence <input type="checkbox"/> PR runs launched one week before tournament started <input type="checkbox"/> Tackling over age players made an explicit aim <input type="checkbox"/> Plate competition held at separate ground to finalize the 16 teams for PCL
2012	<ul style="list-style-type: none"> <input type="checkbox"/> MA develops more focus on leadership development as part of experience <input type="checkbox"/> MA and Parikrma staff bought together as one equal team <input type="checkbox"/> Food sponsors engaged for tournament <input type="checkbox"/> Bone testing introduced for over age suspects <input type="checkbox"/> Plate competition dropped in favour of making last- eight more prestigious <input type="checkbox"/> Bigger screen introduced to ground. <input type="checkbox"/> Tournament structure changed half way through to allow for Bandh. <input type="checkbox"/> HAL football team play exhibition match at tournament. <input type="checkbox"/> Bollywood stars attend finals day.



2013	<ul style="list-style-type: none"><input type="checkbox"/> Sporting academies declined entry to PCL as deemed unfair competition.<input type="checkbox"/> JSW buy Bangalore I- League franchise and base team at stadium. KSFA change stadium commitments twice, three weeks before PCL requiring tournament and programme to be re planned.<input type="checkbox"/> Stadium security enhanced due to increasing spectator interest<input type="checkbox"/> Pre-tournament sports workshop for children<input type="checkbox"/> Celtic offer coaches and academy experience to Parikrma staff¹<input type="checkbox"/> CEOs football match introduction
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Footnotes

1 At the end of 2013 Craig Smyth and Richard met with the Marketing Director and Charities foundation CEO at Celtic. Celtic prioritizes most of their community effort on the poor east end of Glasgow. Craig and Richard convinced them to consider the possibility of one or two of their coaches to come to Bangalore and work with some schools ahead of the tournament in 2014. Additionally Richard, through his business Maasai Camel Ltd., decided to fund accommodation and travel for the Head of Football at Parikrma – Ravi Babu – to come to Scotland in May and spend a week at the Celtic youth academy studying coaching method and youth team management

