Sportlight

The business of sports in India

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Foreword

At KPMG in India, we are pleased to present this report, which offers an exhaustive exploration of the business of sports covering its full spectrum and delivering deep, actionable insights for our readers and stakeholders. Also, we believe that the business of sports is far more than a commercial enterprise it is an instrument of national progress. The significance of sports in shaping a nation's future cannot be overstated. We are delighted to partner with Sportstar, the Iconic magazine for this report.

To frame this impact, we look at sports through four foundational pillars:

Participation – Getting people to play:
Encouraging participation in sport from childhood to adulthood is not merely about recreation. It builds resilience, discipline, teamwork, and fitness.

Consumption – Inspiring people to watch:
When citizens watch and celebrate sports, they find shared identity and collective pride. Viewership fuels the commercial ecosystem.

Performance – Showcasing excellence:
High performance in sport is the pinnacle of aspiration. National teams and athletes who excel inspire generations, elevate global recognition, and reinforce a nation's soft power.

Hosting – Bringing events to life:
From local tournaments to global mega-events, the ability to host is a statement of capability. Sporting events ignite infrastructure development, tourism, employment, and urban transformation.

While these four pillars have a clear optical dimension the visible spectacle of packed stadiums, televised matches, or medal ceremonies there exists an equally powerful, and often underappreciated, non-optical dimension of sport.

- **Economic multipliers:** Sports generate entire ecosystems manufacturing of equipment, retail of sports goods, hospitality, logistics, and media services. Every league, club, or event creates direct and indirect jobs, driving entrepreneurship and local economic development.
- **Health and wellbeing:** Regular participation in sport reduces healthcare costs, combats lifestyle diseases, and builds a fitter, more resilient population. For a nation, this translates into increased productivity and reduced public health burden.
- Education and Youth Development: Sporting environments build life skills discipline, leadership, teamwork that extend beyond the playing field into classrooms, workplaces, and communities.
- Gender and Social Equity: Growing visibility of women's sports is a powerful driver of equality, empowerment, and societal change. Sport offers a level playing field where narratives of possibility are rewritten.

As India stands at the cusp of a sporting transformation, these four pillars must evolve not only as enablers of the business of sport but also as instruments of nation-building. Our task is to ensure that while we continue to enhance the optics, we equally recognise, measure, and amplify the deeper, secondary impacts of sport on the economy, society, and the human spirit.

This report is an invitation to view sports not just as entertainment, but as a strategic lever for inclusive growth and national progress.

Prasanth Shanthakumaran
Head of Sports Sector
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Message from editor, Sportstar

The last decade has quietly redrawn the contours of Indian sport. Two Olympic cycles – Tokyo's seven medals and six from Paris – reaffirmed that Indian athletes, across disciplines, can now compete against the best on the world stage. Para-athletes, too, have commanded the nation's attention – 19 medals in Tokyo and 29 in Paris redefined boundaries once thought impossible. Fresh heroes have emerged elsewhere as well. D. Gukesh and Divya Deshmukh have captured world chess crowns, while Satwiksairaj Rankireddy and Chirag Shetty have reached the pinnacle of men's doubles badminton. The rise of franchise leagues in kabaddi, kho-kho, football, hockey, and beyond signals that India's sporting story is no longer a single-sport saga. Taken together, these milestones suggest a sporting economy on the cusp of something larger, but only if the foundations are truly strengthened.

Equally telling is the rise of the athlete economy. A para-athlete earning a seven-figure medal bonus, women's hockey players and boxers signing multi-year contracts with global brands, are signals of recognition and reward expanding into new spaces. Sport in India, for too long dominated by a single discipline, is finally becoming a more viable livelihood for many.

Franchise leagues are drawing in new capital and audiences, and the Union government has done its bit through Khelo India and the Target Olympic Podium Scheme to support budding and elite athletes. The recently passed Sports Governance Bill holds out the promise of reform and transparency – long absent from India's National Sports Federations. States, too, are beginning to invest, and corporates have started to take notice, though CSR spending on sport still accounts for less than two per cent.

A "Right to Play", much like the Right to Education, can turn participation into performance, and performance into economic strength. It would not only democratise access to sport but also create a larger talent pool, healthier citizens, and a deeper fan economy. A child picking up a racket in Coorg, or a javelin in Sonipat, should have as much of a chance to grow as a cricketer in Mumbai. That breadth of participation is what will, in time, swell the ranks of elite athletes and create sustainable demand for leagues, media, and sponsorships.

In the end, the economics will follow the opportunity. Once sport is embedded in everyday Indian life, the sporting economy will grow not through subsidies or one-off windfalls but through organic demand. It will be a self-sustaining cycle of participation, performance, and prosperity.

Ayon Sengupta
Editor
Sportstar

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Overview
Global and India

The history of global sports: From sacred games to global business

The story of sport is as old as civilization itself. What began as a celebration of strength and endurance in the arenas of Ancient Greece in 776 BC has evolved into a multi-trillion-dollar global industry that touches every part of society today.

In Greece, the Olympic Games were not just competitions, but sacred festivals dedicated to the gods, embodying values of excellence, honour, and unity. The spectacle of athletes competing before thousands of citizens created a template that still survives in modern sport competition as performance, culture, and pride.

As centuries passed, sports took root in different cultures from football and jousting in medieval Europe, to sumo in Japan, martial arts in China, and wrestling in India. These games bound communities together, nurtured physical fitness, and became markers of identity.

The Industrial Revolution in the 18th and 19th centuries brought a transformation. Leisure time expanded, standardized rules emerged, and modern clubs were born football in England, cricket and rugby across the Commonwealth, baseball in the USA. The revival of the Modern Olympics in 1896 connected this tradition back to its Greek origins but with a global stage.

The 20th century turned sport into a global spectacle. The FIFA World Cup (1930), Wimbledon, Tour de France, and the Olympics attracted millions. With the rise of radio and television, the reach of sport multiplied, transforming athletes into global icons Pele, Muhammad Ali, Nadia Comăneci, Michael Jordan. Sport became not only entertainment but also a tool of diplomacy, cultural power, and national pride.

Today, in the 21st century, sport has become mainstream business. Broadcasting rights are sold for billions, sponsorships and athlete endorsements command global influence, and digital platforms have unlocked year-round fan engagement. The rise of OTT, esports, fantasy gaming, and the fan economy has redefined how audiences consume and participate in sport.

And yet, through all these transformations, one thing has remained constant: sport's ability to captivate, unite, and inspire. From the ancient Greek arenas to today's mega stadiums and streaming platforms, sport continues to carry its legacy and charm, while simultaneously driving commerce, innovation, and national progress.

Global sports business overview

The global sports industry, comprising of infrastructure, events, training and manufacturing and retail of sports goods is estimated INR 42.0 lakh Crore (USD 506.7 billion) for 2024, accounting for approximately 0.5 percent of the global GDP. Besides exercising a significant impact on the global economy due to its close association with other sectors, including FMCG, tech, education, manufacturing , real estate. The sector also contributes to improvements in general health and well-being of a country.

Global markets for sports

USD 460 billion

in 2024

Global sports industry sports market

Year	Market size (INR lakh crore)
2022	INR 38.1 lakh Crore (USD 459.8 billion)
2023	INR 39.8 lakh Crore (USD 480.2 billion)
2024	INR 42.0 lakh Crore (USD 506.7 billion)
2025(F)	INR 44.3 lakh Crore (USD 534.5 billion)

Source: "Global Sports Market Briefing 2024", KPMG's access to EMIS database, March 2025

The sports industry has evolved into a major economic sector, providing numerous career and business opportunities. During the COVID-19 pandemic, the industry experienced a significant downturn, with market and growth figures plummeting. However, recent estimates suggest that the industry has rebounded to pre-pandemic levels, indicating a strong recovery. The global sports industry is vast and multifaceted, with its influence extending across geographies and cultures. At its core, it can be viewed through two primary lenses:

- **Spectator sports** – Where fans consume and experience professional competitions as audiences.
- **Participatory sports** – Where individuals actively engage in physical activity and sporting pursuits themselves.

Within this framework, the industry spans a wide spectrum of interconnected segments, including:

a. **Sports IP commercialisation** - Media rights, sponsorships, in-venue advertising, match-day revenues, and merchandising

b. **Broadcasting and streaming** - Pay-Tv subscriptions, digital app subscriptions, and advertising revenues

c. **Gaming and digital –** E-sports, fantasy sports, and video games

d. **Sports goods and services** - Equipment manufacturing, high-performance training, coaching services, and sports education

e. **Technology and fan engagement** - Innovations that enhance fan experiences and athlete performance.

Together, these elements create one of the world's most dynamic industries blending competition, commerce, culture, and community.

Key trends driving global sports market

01	Digital-first consumption is reshaping sports viewership, with OTT platforms growing at faster rates than traditional broadcast
02	Women's sports are experiencing unprecedented growth in sponsorships, media rights, and fan engagement
03	Esports and gaming continue to blur the line between traditional and digital sports ecosystems
04	Direct-to-fan engagement through apps, NFTs, and web3 is creating new monetisation pathways
05	Private equity investment is accelerating league expansion, franchise acquisitions, and global sports M&A.
06	Sustainability and ESG goals are influencing stadium design, apparel manufacturing, and brand partnerships.
07	Data analytics, AI, and wearable tech are driving performance optimisation and fan personalisation.
08	Mega events (Olympics, FIFA, World Cups) are becoming national branding exercises beyond sport.
09	Luxury and lifestyle crossovers (athleisure, celebrity ownership, fashion tie-ins) are broadening sports' cultural and commercial reach.

Source: KPMG in India's analysis, 2024

Digital, diversity and data – The new growth engines

The global sports industry is being reshaped by four powerful currents: the rise of digital platforms, the mainstreaming of women's sports, the explosive growth of esports, and the adoption of AI-driven technologies. Together, these forces are not just expanding the reach of sports, but fundamentally altering how it is consumed, monetised, and experienced.

1. Digital-first consumption

Sports consumption is undergoing a decisive shift from television to digital-first platforms, with rights now being unbundled into TV and OTT packages. In many cases, streaming rights are beginning to rival and even surpass the value of TV.

- Paris 2024 Summer Olympics emerged as the one of the most streamed sports event worldwide in 2024, reaching over 3 billion unique viewers. This signalled not just the scale of digital audiences, but also the willingness of fans to engage deeply on mobile-first platforms
- Globally, a leading mobile manufacturer's (USD 2.5 billion) deal with Major League Soccer set a new precedent, underscoring the growing dominance of digital players in sports broadcasting
- Beyond live matches, digital platforms enable second-screen experiences real-time stats, fan polls, fantasy gaming, and interactive features all of which create new ad inventories and foster fan loyalty.

2. Women's sports boom

What was once considered a niche is now emerging as a serious commercial property.

- The FIFA Women's World Cup 2023 attracted a staggering 2 billion viewers worldwide, with global brands like Visa, Adidas, and Coca-Cola making significant sponsorship
- Sponsorship portfolios across industries are beginning to mandate gender parity, ensuring women's sports are no longer an afterthought but a core strategy in brand investments
- The International Cricket Council (ICC) has entered a landmark women's-only global partnership with Google, aiming to enhance fan engagement and accessibility in women's cricket by leveraging Google's suite of technologies like Android, Google Gemini, Google Pay, and Google Pixel. Launched ahead of the ICC Women's Cricket World Cup 2025 and T20 World Cup 2026, this collaboration marks a transformative push to use tech innovation in expanding the sport's global reach and resonance.

3. Esports growth

Esports is rapidly moving from the fringes to the mainstream, becoming a cultural and commercial rival to traditional sports, particularly among Gen Z.

- With USD 1.5 billion in global revenues (2023), esports viewership in Asia now rivals, and in some cases surpasses, legacy sporting events
- Global franchises such as Paris Saint-Germain and Manchester City have launched professional esports teams, treating them as a pipeline to attract and engage younger fans worldwide.

4. AI, data and wearables

If digital is changing how sports is consumed, AI and data-driven technologies are transforming how it is played and managed.

- AI is being deployed to deliver hyper-personalised fan experiences. For instance, La Liga and MLB apps now customise highlights and updates to match individual fan interests
- On the performance side, wearables and sports analytics platforms such as Catapult, Whoop, and Strive are creating a market projected at USD 6 billion by 2027
- Teams and franchises are building dedicated data-science departments, using analytics to prevent injuries, shape training loads, evaluate recruitment, and even influence tactical decisions in real time.

Investment, impact and innovation

Private equity is changing who owns sports, sustainability is redefining how it is delivered, and E-sports and fantasy are reshaping how fans interact with it. Together, these three forces represent the new financial, ethical, and experiential pillars of the global sports economy.

1. Private equity investments

Private equity has emerged as a powerful force in reshaping sports ownership and governance. What once was the preserve of federations, family owners, and national boards is now being transformed by global investment firms who view sports as a long-cycle, resilient asset class akin to real estate or media rights.

- Today, over 200 sports assets worldwide from European football clubs to US franchises have private equity involvement. These investments bring not just capital, but also professionalized governance, structured monetisation models, and global market access.
- For leagues and franchises, this infusion of private equity marks a shift toward institutionalisation, where financial discipline, brand-building, and global fan engagement are as important as on-field performance.

2. Sustainability

Sustainability is moving from being a "nice-to-have" to an absolute necessity in global sports. Both regulators and fans, particularly Gen Z, now demand eco-conscious practices from organisations they support. This has made green sports a critical part of both strategy and branding.

- The Paris The IOC's sustainability approach now spans three key dimensions its role as an Organisation, an Owner of the Olympic Games, and a global Movement Leader addressing everything from green infrastructure and resource sourcing to climate action and workforce equity. Its strategic goals aim for carbon neutrality in operations and climate-positive Games from 2030 and embedding sustainability guidelines in every Games planning stage.
- Apparel giants are following suit: Adidas and Nike have scaled up their recycled material lines, Adidas already produces over 20 million pairs of recycled shoes annually.
- Clubs are also building reputations around green credentials. Tottenham Hotspur's stadium is designed for maximum energy efficiency, while Forest Green Rovers in the UK markets itself as the "world's greenest football club."

Culture, commerce and global expansion

Sports is now as much about fashion, politics, and global influence as it is about play. Luxury crossovers are making it aspirational, mega-events are turning it into a diplomatic and economic stage, and emerging markets are bringing new audiences, new capital, and new cultural energy into the global sports economy.

1. Luxury and lifestyle crossover

The lines between sports, fashion, and lifestyle are blurring at an unprecedented pace, creating a global cultural movement where sports is no longer just about competition - it is about identity, aspiration, and lifestyle.

- The global athleisure market is already worth USD 250 billion and continues to grow rapidly as everyday fashion embraces sportswear. Collaborations between high-fashion houses and athletic brands from Adidas × Gucci to Dior × Air Jordan have redefined sports merchandise as luxury collectibles
- Athletes and celebrities are central to this crossover. LeBron James holds a stake in Liverpool FC, Serena Williams is an investor in Angel City FC (women's football), and Ryan Reynolds transformed Wrexham AFC into a global pop-culture phenomenon. Their influence extends far beyond sport, shaping music, fashion, and cinema
- For fans, sports apparel and merchandise are no longer simply functional; they are statements of identity and belonging. Wearing a team jersey, limited-edition sneakers, or even a fashion collaboration is as much about self-expression as it is about fandom. This fusion is now one of the fastest-growing monetisation channels in global sport.

2. Mega events as branding tools

Mega sporting events have become strategic platforms for nation branding and economic diplomacy. They are not just showcases of athletic talent, they are opportunities for countries to project power, attract tourism, and stimulate infrastructure investment.

- The FIFA World Cup 2022 in Qatar is the most recent example, generating USD 7.5 billion in revenue for FIFA while creating an estimated USD 17 billion economic impact for the host nation
- The Olympic Games continue to be the world's most watched sports property, with global sponsorships delivering USD 3–4 billion every four-year cycle
- These events prove that mega-sports are no longer just entertainment they are nation-branding exercises with deep political and economic resonance.

3. Emerging market surge

The next frontier of sports growth lies in emerging markets, where rising disposable incomes, youthful populations, and government investments are fueling a new wave of demand.

- Saudi Arabia one of the significant mover, investing USD 10 billion+ through its Public Investment Fund (PIF) in global assets spanning football (Cristiano Ronaldo at Al-Nassr, stakes in Newcastle United), golf (LIV Golf), and Formula 1. These moves are part of its broader "Vision 2030" strategy to diversify beyond oil
- In Latin America (LATAM), leagues like the NFL and NBA are expanding aggressively into Brazil and Mexico, tapping into football-mad fan bases and blending North-South sponsorship and broadcast synergies
- Together, these emerging markets are rewriting the global balance of sports, shifting growth away from the traditional strongholds of North America and Europe.

History of Indian sports - From Circa 1900 clubs to national pride

India's sporting journey has deep historical roots. In the late 19th century, football clubs like Mohun Bagan (1889) and East Bengal became early symbols of community identity and pride, with Mohun Bagan's 1911 IFA Shield win against a British team remembered as a milestone of both sport and nationalism. Soon after, hockey became the country's first true global success story, with India dominating the sport for decades and winning multiple Olympic golds. The early decades also produced icons such as KD Jadhav, India's first individual Olympic medallist (1952), Milkha Singh, the 'Flying Sikh', and PT Usha, the 'Payyoli Express', whose feats inspired generations. Post-independence, cricket emerged as a unifying force, peaking with the 1983 World Cup victory, while the Thomas Cup win in badminton (2022) added a modern milestone. A defining breakthrough came in with Abhinav Bindra's historic gold medal at the 2008 Beijing Olympics marking India's first ever individual Olympic gold, and Neeraj Chopra's Olympic gold in javelin (2021) reviving hope in track and field sports. Equally inspiring was Deepa Malik, the first Indian woman to win a medal at the Paralympics, symbolising the inclusive power of sport. Alongside, individual athletes in tennis (Vijay Amritraj, Leander Paes), chess (Viswanathan Anand), and badminton (Prakash Padukone, Saina Nehwal, PV Sindhu) broadened India's sporting imagination.

Tradition meets experimentation

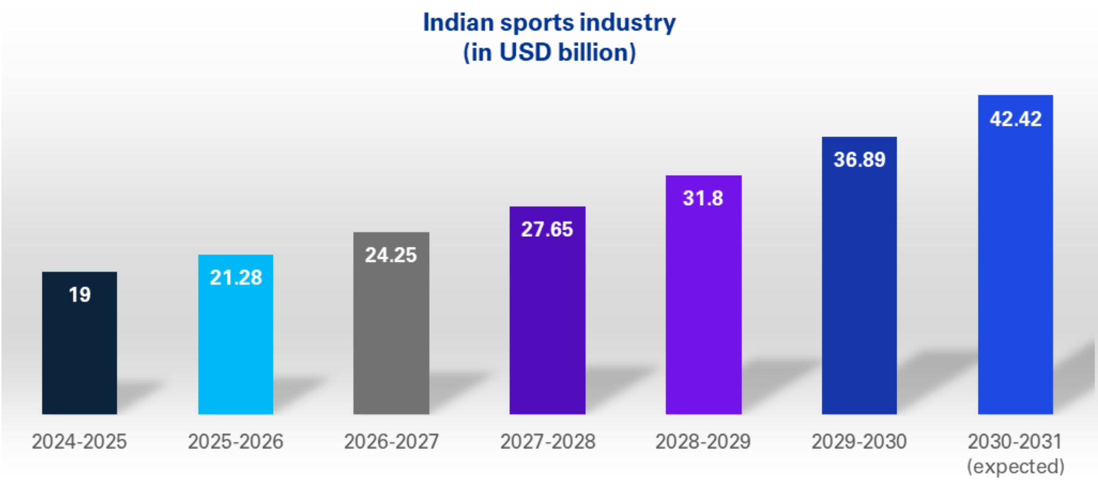
Beyond mainstream sports, India has always had a strong tradition of indigenous games. Kabaddi, kho-kho, and wrestling carried immense cultural relevance and enjoyed widespread popularity at the local level. Their transformation into professional leagues like the Pro Kabaddi League (2014) gave these native sports new visibility and legitimacy on a national scale. In parallel, new sports such as rugby, handball, arm-wrestling, and MMA began cultivating niche communities, supported by enthusiasts and grassroots initiatives. A defining breakthrough came in athletics, with Neeraj Chopra's Olympic gold in javelin, a first in Indian track and field igniting hope that India could excel beyond traditional team sports. Football, despite its massive following, continues to face challenges domestically, though the Indian Super League (ISL) has given it a new commercial push and inspired a fresh generation of players. This era reflects a balance between heritage sports finding professional recognition and new disciplines fighting for a foothold.

The new sporting landscape – Silent seismic shift underway

India is witnessing a silent but powerful transformation in its sporting landscape. The rise of women's sports and para sports has been especially significant. Icons like Mary Kom, Mithali Raj, Harmanpreet Kaur,, and Lovlina Borgohain have become household names, inspiring participation and reshaping perceptions. Para-athletes like Devendra Jhajharia, Mariyappan Thangavelu, Bhavina Patel, Sumit Antil, and Avani Lekhara, have delivered Paralympic glory, further broadening India's sporting narrative. The advent of technology and urban infrastructure has led to a surge in organized, turf-based sports facilities where amateurs and enthusiasts can play regularly spanning football, cricket, futsal, and more. At the same time, sports are increasingly being embraced as a fitness and lifestyle choice. Marathons, cycling events, and community running clubs have exploded in popularity, while newer formats like pickleball are fast becoming urban fitness trends. On the media front, digital platforms, OTT, and fantasy leagues are reshaping how fans engage with sports creating year-round interactions beyond just match days. Collectively, these shifts point to a deeper cultural reorientation: Indians are not only watching sports but increasingly playing, participating, and living through sports. While India may not yet be globally recognized as a sporting superpower, this silent seismic shift is laying the foundation for a more dynamic and inclusive sporting nation one whose true potential is only beginning to emerge.

Overview -The business of sports in India

The Indian sports industry is at a turning point. Once seen primarily as recreation or entertainment, sport in India is now evolving into a structured, investable economic sector with clear revenue streams, policy backing, and growing consumer demand. This transformation is being powered by a youthful population, deepening digital penetration, and proactive government support. Together, these drivers are positioning sports not just as a cultural force, but also as one of India's most dynamic commercial opportunities. For brands, investors, and stakeholders, this is the moment to adopt long-term strategies. Success will come from moving beyond cricket dependency and unlocking the full potential of India's multi-sport future.



Market size and growth potential

This growth trajectory reflects India's transition from being a single-sport nation to an emerging multi-sport economy, with cricket setting benchmarks and other sports gradually scaling.

- The Indian sports industry is currently valued at USD 19 billion (INR1.3 lakh crore, FY24–25).
- It is projected to grow at a CAGR of 12–14 percent, crossing USD 40 billion(INR 3.4 Lakh Crore by 2030.
- The scale of marquee properties is evident from the IPL, which alone is valued at USD 18 billion (FY25) comparable to top global leagues.

India sports market is estimated at

USD 19

billion growing at 12-14 percent.

With exponential investments, the Indian sports market is estimated to cross USD 40 billion by 2030.

Source: KPMG India analysis 2025

Core industry segments

These segments demonstrate the breadth of sports as a commercial ecosystem ranging from broadcast deals worth billions to grassroots-level programs building long-term sustainability.

- **Media rights** – The largest contributor, led by cricket. IPL media rights for 2023–27 were sold at USD 5.7 Billion (INR 48,390 crore), making it one of the world's costliest properties on a per-match basis
- **Sponsorship and advertising** – Still heavily cricket-led but now expanding into kabaddi, football, and women's sports
- **Merchandising and retail** – Largely underdeveloped but growing with e-commerce and fan-driven consumption
- **Sports goods and manufacturing** – Recently moved under the Sports Ministry, with a focus on scaling exports and innovation
- **Franchise leagues** – Extending beyond cricket into kabaddi, football, kho-kho, chess, and volleyball
- **Grassroots and infrastructure** – Driven by Khelo India, Fit India, and state-led infrastructure projects.

Key stakeholders

Stakeholders are converging, but the real shift lies in fans as they evolve from passive spectators to active participants driving monetisation.

- **Government**: The Centre has introduced the Sports Bill 2025, doubled sports budget allocations over the past decade, and launched schemes like Khelo India and Fit India. States such as Odisha, TN, Bihar, Kerala, Gujarat, and Delhi have invested heavily in stadiums, academies, and talent development and have started allocating more budgets towards sports and youth engagement.
- **Private sector**: Broadcasters , digital platforms ,and corporates across FMCG, gaming, and tech are driving investments.
- **Federations and non-profits**: Playing a central role in governance, talent development, and athlete support.
- **Fans and consumers**: India's 650M+ Media reach forms the foundation of monetisation, with increasing willingness to pay for sports experiences beyond cricket.

Recent shifts and policy push (2020–2025)

These reforms show intent to professionalise the sector, integrate traditional sports with new-age industries, and future-proof governance.

- The National Sports Governance Bill 2025 introduced transparency, athlete representation, and ethics codes
- Esports was officially recognised under MYAS (2022), validating it as a legitimate sport
- Sports goods manufacturing was moved from DPIIT to the Sports Ministry (2024), enabling tighter integration with sports policy
- Khelo India expansion rolled out 1,000+ district centres and 34 State Centres of Excellence
- Sports budgets have more than doubled in a decade, signalling long-term government intent.

Opportunities

The opportunity lies in diversifying beyond cricket, tapping into women's and regional sports, and leveraging tech to build monetisation models.

- **Digital and OTT monetisation**: With streaming overtaking TV, fan engagement is at an inflection point
- **Women's leagues:** The Women's Premier League (WPL) has proven the commercial viability of women's sports
- **Regional leagues:** Expansion into kabaddi, kho-kho, and other sports is creating new fan bases
- **Sports-tech and analytics**: AI-driven fan engagement, wearables, and performance data are fast-growing verticals
- **Manufacturing and exports**: With policy push, India has the potential to become a global hub for sports goods.

The next five years will decide whether India transitions from a cricket-driven ecosystem to a diverse, multi-sport economy. With policy clarity, rising private investment, and an engaged fan base, India has the opportunity to position sports not just as entertainment, but as a pillar of economic growth, employment, and global influence.

Sub-sectors in sports

Central & State departments

Governing bodies

Sports Leagues

Sports Clubs

Media

Sports manufacturing

Sports infrastructure

PE/VC

Corporates

Sports technology

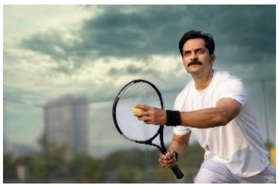
Esports

Sports education

Events

Sports tourism

Athlete economy



GCCs

India's sports economy: Growth highlights 2025

- **Market size and growth** – India's sports industry is currently valued at ~USD 19 billion and is projected to grow at a CAGR of 12-14 percent, reaching USD 40 billion by 2030.
- **Policy transformation** – The landmark Khelo Bharat Niti 2025 and National Sports Governance Act 2025 aim to position India as a global sporting contender (Commonwealth and Olympic Games 2036 ambition), with emphasis on governance, infrastructure, and talent development.
- **Cricket dominance** – Cricket continues to drive India's sports economy, contributing a significant portion (almost 85 percent) through BCCI, IPL franchises, state leagues, sponsorship, media, and advertising.
- **Manufacturing powerhouse** – Sports goods equipment and apparel manufacturing is valued at USD 6.7 billion, projected to touch USD 10 billion by 2030 (aided by GST rationalisation).
- **Sports tech** – The domestic sports-tech sector valued at USD 1.6 billion spans Esports, Online Gaming, wearables, AI, data analytics, and broadcast technologies transforming both athlete performance and fan engagement.
- **Sports participation (events, engagement and tourism)** – Sports events, engagement and tourism in India is valued at USD 3.3 billion, driven by outbound tourism, marathons, adventure sports, and enhanced capacity to host international events through new venues and logistics networks.
- **Public infra (sports) investment** – Combined central and state spending on sports infra currently stands at ~USD 1.2 billion, with allocations projected to rise to USD 2 billion by 2030.
- **Grassroots and elite training** – Over 1,000 Khelo India Centres and 100+ SAI centres are operational. Additionally, 326 infrastructure projects worth INR 3,124 crore have been sanctioned to fuel grassroots talent and elite athlete training.
- **Sponsorship boom** – Sponsorship and sports marketing crossed USD 1.95 billion (INR 16,500 Cr) in 2024, growing 6 percent YoY, led by cricket/IPL but with rising contributions from emerging sports. (Source: Group M 2025)
- **Media and digital shift** – Streaming platforms like JioCinema and Hotstar are reshaping consumption. The Disney–Reliance joint venture JioStar has surpassed 280M subscription, with IPL 2025 drawing 650M+ viewers across TV and digital.
- **Private infrastructure (sports) investment** – PPPs and private investment in schools, universities, commercial hubs, and residential projects are creating a USD 700M market, growing at 20 percent CAGR.
- **Export growth** – Exports of sports goods are projected to reach USD 500 million by FY26, with hubs in Meerut and Jalandhar expanding under emerging FTAs.
- **Indigenous and other Sports Commercialisation** – Pro Kabaddi League has surpassed 300M viewers, validating the monetisation potential of non-cricket leagues. Emerging sports such as Pro Panja, table tennis, tennis, motorsports, rugby, and chess collectively represent a ~USD 500M business opportunity.

- **Allied sector expansion** – Overlapping industries such as GCC nutrition, gyms, fitness wearables, and health-tech represent an adjacent USD 0.8 billion opportunity.
- **Venture capital and startups** – Sports-tech and analytics startups attracted ~USD 180M in funding over the past one year, driving innovation in coaching, fitness tracking, commerce, and fan engagement.
- **Athlete economy** – Private sponsorship and science-backed training are fuelling India's athlete economy, now estimated at USD 0.8 Bn, with growing momentum in Olympic disciplines.
- **Olympic ambition** – India's official bid for the 2036 Olympics is backed by major policy and capital commitments, integrating sport into national agendas of health, education, and economic growth.
- **Job creation** – Sports-related industries manufacturing, retail, media, and events are expected to generate ~100,000 new jobs across urban and rural markets, energising MSMEs.
- **Women's and inclusive sports** – Women's sports, is seeing rapid growth in endorsements, participation, and visibility. WPL has been the driver for the growth with media rights of 950 Cr in 5 years. Policies now target inclusion of girls, tribal communities, and persons with disabilities.
- **Franchise and brand expansion** – Franchise valuations are at historic highs: IPL is valued at USD 18B, with ISL and PKL franchises also rising. India is also becoming a key destination for global sports brands and international events.

Governing bodies – Policy to commerce

Key components of the Indian sports ecosystem

The Indian sports ecosystem comprises stakeholders from a wide range of fields, including governance, sports events, manufacturing, retail, infrastructure development, talent scouting and training and sports marketing.

The Ministry of Youth Affairs and Sports (MYAS) and the Sports Authority of India (SAI) are key stakeholders of the Indian sports ecosystem. These government bodies are involved extensively in governance, funding, talent scouting and training (of players as well as coaches) and infrastructure development. The autonomous bodies Indian Olympic Association (IOA), National Sports Federations (NSFs), State Sports Associations (SSAs) and District Sports Associations (DSAs) play a major role in organising and managing sporting events and scouting and training talents.

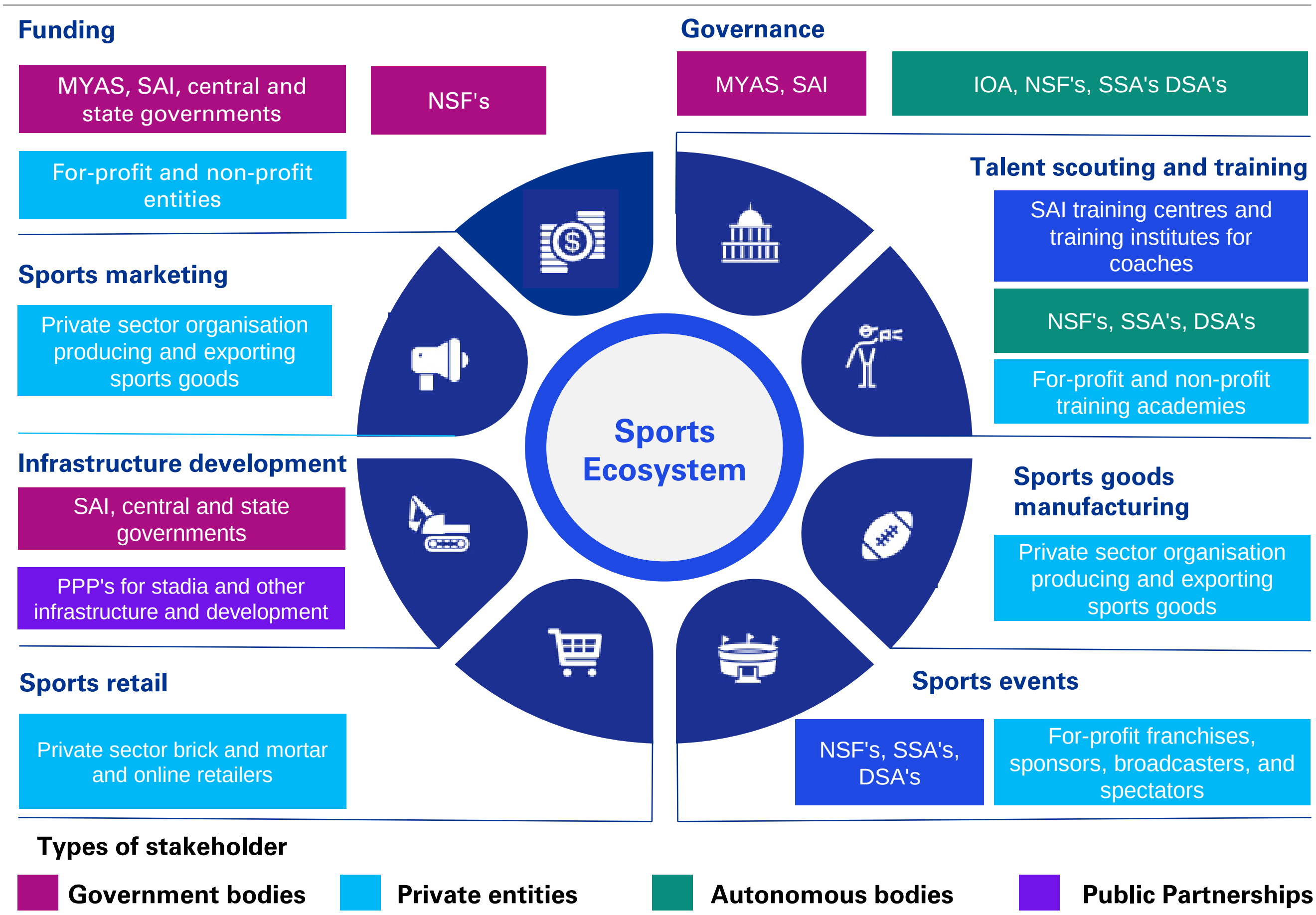
On the other hand, sports goods manufacturing and retail and sports marketing activities (such as events and sponsorship management) are solely under the private sector. Private for-profit and non-profit organisations also play an important role in training, funding and developing infrastructure through public-private partnerships (PPPs).

Total outlay from central and state government for sports is around **USD 1.72 billion (INR 14600 crore)**

Source: KPMG India analysis 2025

The total outlay from Central and state government is around USD 1.72 billion (INR 14,600 Cr). The budgets are increasing at a rate of 10 percent for central government and around 15 percent from state governments. The central government budget for Sports is around INR 3800 Cr (USD 447 Million) for the year 2025-26.

Sports governance of India



Understanding the role of government in Indian sports

In India, sports is a state subject under the constitution, meaning state governments have the primary responsibility for promotion, development, and management of sports within their jurisdictions. However, the central government has increasingly assumed a strategic role in policy-making, international representation, funding, and governance, creating a dual structure of responsibility.

Role of the central government

Policy and legislation:
Formulates national policies such as the National Sports Policy and the National Sports Governance Bill 2025.

Budget and funding:
Allocates resources to flagship schemes like Khelo India and funds the Sports Authority of India (SAI) to operate national training centres, scholarships, and athlete welfare.

International engagement:
Handles India's representation at the Olympics, Asian Games, Commonwealth Games, and engages with the International Olympic Committee (IOC) and global federations.

Strategic alignment:
Introduces reforms such as bringing esports and sports goods manufacturing under MYAS, linking economic and sporting growth.

Talent pathway:
Supports elite athlete training through schemes like TOPS (Target Olympic Podium Scheme), ensuring India competes at the global level.

Role of state governments

Infrastructure development:
States invest in stadiums, training centres, and sports hostels. Odisha built the world's largest hockey stadium; Gujarat launched the Sardar Patel Sports Enclave.

Grassroots programs:
School- and district-level talent scouting, sports festivals, and regional academies.

State-specific policies:

- Haryana has special focus on wrestling, boxing, and athletics.
- Odisha has positioned itself as India's hockey capital.
- Kerala promotes football and athletics.

Regional leagues and PPPs:
Partnerships with private players to create localised leagues and invest in facilities (e.g., Tamil Nadu in volleyball, Maharashtra in kabaddi).

Scholarships and quotas:
Many states offer scholarships, government jobs, or admission quotas for athletes.

The role of sports federations

Sports federations in India are more than governing bodies they are gatekeepers of policy, performance, and commercialisation. Their role extends from athlete development to business ecosystem creation. Federations sit at the intersection of sport and business their effectiveness decides whether sport becomes a cultural activity or a commercial industry.

Key roles:

- **Governance and regulation**: Set rules, structures, and eligibility for competitions.
- **Talent development**: Build grassroots programs, academies, and athlete pathways.
- **Commercialisation:** Monetise through media rights, sponsorships, merchandise, and events.
- **Representation:** Link India to global bodies (IOC, FIFA, BWF, FIH), ensuring participation and influence.
- **Fan engagement**: Package events, leagues, and digital platforms to attract spectators and sponsors.

To truly enhance India's sports economy, federations must evolve into modern, professionalised entities that drive commercial growth while balancing governance and athlete welfare. With reform and professionalisation, federations can transform from administrative custodians into business catalysts, unlocking India's multi-sport future.

Key levers for business impact:

- **Professionalisation of governance**: Transparent structures, independent boards, and corporate-style accountability.
- **League and event creation:** Launching professional leagues (e.g., Pro Kabaddi, ISL, PBL) with federation backing.
- **Revenue streams:** Media rights sales, ticketing, merchandising, licensing
- **Global partnerships:** Collaborations with international federations and leagues to bring investment and expertise
- **Athlete-centric ecosystem:** Support for endorsements, career planning, and welfare funds
- **Grassroots integration:** Aligning with Khelo India, Fit India, and state programs to build sustainable talent pipelines.

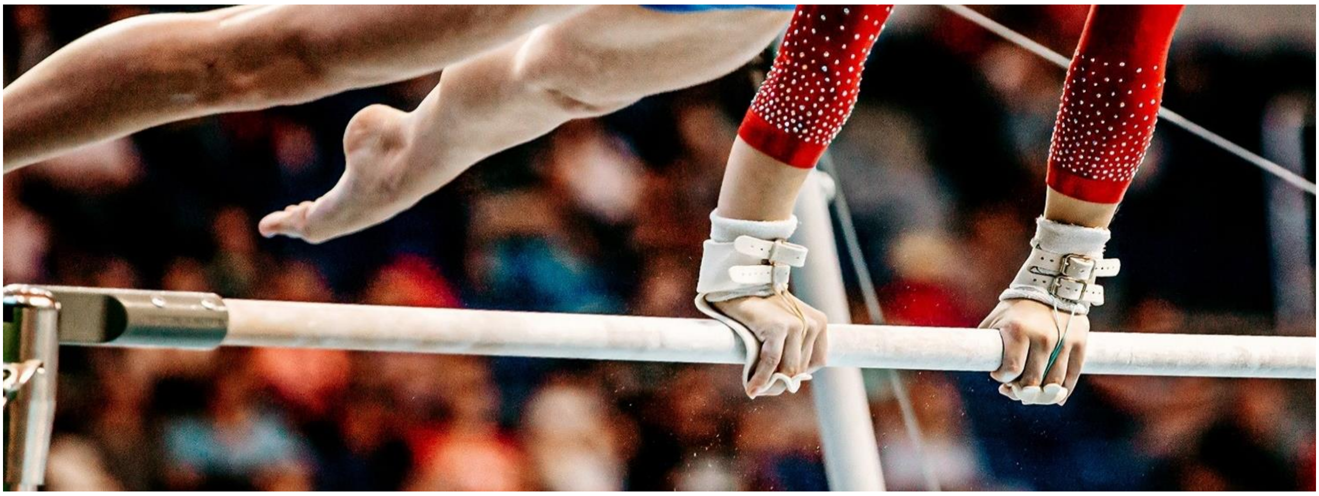
Role of the Sports Authority of India (SAI)

Established in 1984, SAI is the apex body under the Ministry of Youth Affairs and Sports (MYAS).

It is responsible for developing, promoting, and regulating sports in India, with a dual focus on elite performance and grassroots participation. SAI runs training centres, sports hostels, and coaching schemes across the country, while also managing key government sports programs.

Key functions

1. **Talent identification and nurturing**
   - Runs Khelo India Centres, National Centres of Excellence (NCOEs), and grassroots scouting initiatives.
   - Provides scholarships, equipment, and exposure for young athletes.
2. **Training and coaching**
   - Operates Sports Training Centres (STCs) and Special Area Games Centres (SAGs).
   - Employs coaches, physiotherapists, sports scientists, and foreign experts.
3. **High-performance support**
   - Implements Target Olympic Podium Scheme (TOPS), offering financial and technical support to India's Olympic medal prospects.
   - Provides international exposure trips, advanced training, and sports science support.
4. **Infrastructure development**
   - Maintains and operates stadiums and training facilities, including iconic venues in Delhi like Jawaharlal Nehru Stadium and Indira Gandhi Indoor Stadium.
   - Collaborates with states under the Khelo India Infrastructure Scheme.
5. **Event management and international engagement**
   - Organizes and manages national-level competitions like the Khelo India Youth Games
   - Facilitates India's hosting of international tournaments, camps, and bilateral exchanges.
6. **Role in policy execution**
   - SAI acts as the implementing arm of MYAS, translating government policies into on-ground action.
   - Ensures alignment with national priorities: talent pipelines, Olympic performance, grassroots participation, and sports science.
7. **Impact**
   - Network of 1,000+ Khelo India Centres , 23 -SAI National Centre of Excellence (NCOE) , 68 - SAI Training Centres, 26 - Extension Centres of STCs
   - Directly supports over 20,000 athletes annually with training, scholarships, and facilities.
   - Plays a pivotal role in recent Indian sporting success at the Olympics, Asian Games, and Commonwealth Games.



Central government policies and reforms (2024-25)

National Sports Policy 2025 (Khelo Bharat Niti)

Unveiled in July 2025, the National Sports Policy 2025 represents a landmark shift in India's sporting vision, replacing the outdated 2001 framework. Anchored on five key pillars: Global Excellence, Economic Development, Social Cohesion, Mass Participation, and Educational Integration. The policy seeks to position sports as both a cultural asset and an economic driver. It aligns closely with the National Education Policy 2020, embedding sports into school and higher education curricula, while promoting public–private partnerships (PPPs) for infrastructure and training. Further, it prioritises sports science, athlete wellness, and governance reforms, creating a modern, holistic ecosystem for sport.

National Sports Governance Bill 2025

Passed in August 2025, this bill addresses the long-standing demand for transparent and accountable sports governance. It establishes a National Sports Board (NSB) to oversee federations, enforce compliance, and monitor ethics codes. The law also introduces structured mechanisms for grievance redressal and empowers the NSB to intervene in cases of governance breakdown, ensuring integrity is preserved. By formalising federation structures and mandating performance audits, the bill strengthens India's credibility on the global sports stage.

Targeted tax relief for sports gear

In September 2025, the GST council announced a significant tax cut on sports goods including bats, balls, gym equipment, and accessories from 12–18 percent down to 5 percent. This measure directly reduces consumer prices, making sports equipment more affordable for households, academies, and institutions. It is also expected to boost domestic manufacturing hubs like Jalandhar and Meerut under Make in India, while reducing dependence on imports. The move balances grassroots accessibility with industrial competitiveness.

National Anti-Doping (Amendment) Bill 2025

The Amendment enhances India's compliance with World Anti-Doping Agency (WADA) norms by granting greater autonomy to NADA (National Anti-Doping Agency). It mandates stricter testing protocols, expands testing facilities across states, and limits appeals to the Court of Arbitration for Sport (CAS). This framework ensures faster case resolution and builds a stronger anti-doping culture, thereby safeguarding athlete integrity and India's reputation in global competitions.

India's Bid for 2030 Commonwealth Games

In August 2025, the Central Cabinet officially approved India's bid to host the 2030 Commonwealth Games. Central to the bid is a proposed 132,000-seat stadium in Ahmedabad, envisioned as one of the world's largest multipurpose sporting arenas. Beyond infrastructure, the bid reflects India's ambition to position itself for the 2036 Olympic Games, using the Commonwealth Games as a stepping stone. The move also bolsters India's international sporting credentials, enhances soft power, and creates a pathway for tourism, hospitality, and employment-led growth.

Increased sports budget allocation

Government spending on sports rose from ~US398.4 million in FY2024–2025 to ~USD 438.6 million in FY2025–2026, marking a 10 percent increase year-on-year. This higher allocation underscores a long-term financial commitment to sports, with funds earmarked for Khelo India expansion, centres of excellence, athlete training, women's and para-sports development, and sports infrastructure modernisation. The steady rise in budget signals that sports is no longer seen as a discretionary spend but a core pillar of India's human capital and economic strategy.

Khelo India Scheme

The Khelo India Scheme, launched in 2018 under the MYAS, is a central sector scheme aimed at revitalizing India's sports cultures. The scheme has been instrumental in identifying sporting talent across the country, and several sports infrastructure projects have been executed through the program in the last five years.

The program seeks to promote "Sports for Excellence" by identifying and nurturing talented athletes across various disciplines. It aims to create a robust framework for sports development in the country. In addition to excellence, Khelo India emphasizes "Sports for All." It encourages mass youth participation in annual sports competitions through structured events.

The Khelo India Scheme was formed by merging three existing schemes, namely:

Rajiv Gandhi Khel Abhiyan (RGKA): Formerly known as the "Yuva Krida and Khel Abhiyan," this scheme aimed to promote sports at the grassroots level by organizing sports competitions and providing infrastructure support.

Urban Sports Infrastructure Scheme (USIS): Focused on developing sports facilities in urban areas, especially in schools and colleges. It aimed to create accessible spaces for sports and physical activities.

National Sports Talent Search Scheme (NSTSS): A talent identification program that scouted young athletes with potential and provided them with training and support to excel in their chosen sports.

Competitions under the Khelo India Scheme include Khelo India Youth Games (KIYG), Khelo India University Games (KIUG) and Khelo India Winter Games. Different competitions under the Rajiv Gandhi Khel Abhiyan Scheme have been converged to create a single annual competition structure to facilitate systematic talent spotting and close the gaps in the current talent scouting and training structure.

Some of the key chapters of the Khelo India scheme, according to its operational guidelines, include:

Promotion of inclusiveness through sports

- Khelo India fosters inclusivity by promoting sports at all levels, transcending boundaries and demographics. It emphasizes "Sports for Peace and Development," recognizing sports as a powerful tool for fostering unity and social progress. The program encourages participation in rural and indigenous games, ensuring equal opportunities for persons with disabilities, and empowering women through sports.

Planning and monitoring mechanism

- To ensure effective implementation, Khelo India establishes planning and monitoring mechanisms at various levels. This includes state-level and district-level planning and monitoring, as well as external monitoring to ensure transparency, accountability and oversight.

Project appraisal and approval mechanism

- Khelo India maintains a robust process for project appraisal and approval. This includes rigorous evaluation and appraisal of project proposals to ensure alignment with program objectives, a streamlined approval process and exception clauses for exceptional cases, allowing adaptations as needed.

Sports infrastructure

- Khelo India focuses on creating and upgrading sports facilities. This includes enhancing infrastructure at the grassroots levels, and monthly progress reporting to ensure transparency and efficient utilisation of resources.

Talent identification and development

- Khelo India invests in nurturing talent through:
    - ❖ **Khelo India academies:** Specialised coaching centers identify and train young athletes.
    - ❖ **Financial assistance**: Talented athletes receive INR5 lakh (USD 5,950) per annum for 8 years to support their development.
    - ❖ **Out of pocket allowance**: Athletes receive INR 10,000 (USD 119) per month for training, equipment, and other needs.
    - ❖ Sports culture assessment

The Khelo India mobile app assesses over 23 lakh school-going children (ages 5-18) to identify potential talent. This data-driven approach ensures targeted talent development in sports from a young age by scouting individuals at the school level.

Governing bodies spending and initiatives: Key highlights (2024–2025)

Combined central and state spending on sports currently stands at ~USD 1.2 billion, with allocations projected to rise to USD 2 billion by 2030.

1. The Ministry of Youth Affairs and Sports was allocated a record INR 3,794 crore for FY2025-26, a 10 percent uplift year-on-year and more than 130 percent growth since FY2014-2015.
   Khelo India Programme Scaling Up

2. Funding for the flagship grassroots scheme increased from INR 800 crore to INR 1,000 crore, supporting expansion of infrastructure, grassroots camps, and athlete development.
   SAI and NSF Budgets Enhanced

3. Sports Authority of India (SAI) received INR 830 crore, up from INR 815 crore; National Sports Federations' budget rose to INR 400 crore.
   Major Infrastructure Projects Approved

4. Sanctioned 326 new sports infrastructure projects worth INR 3,124 crore, including 1,045 Khelo India Centres and 34 State Centres of Excellence (SCORs).

5. Gujarat's Mega Sports Investment - Gujarat received over INR 606 crore under Khelo India for five projects one state's share exceeded that of all South states combined.

6. Telangana's Strategic Budget Expansion-Telangana announced a 16-fold increase in its sports budget, backing a new state sports university, Khelo India-like competitions, and incentives for medal-winning athletes.

7. Tamil Nadu -The state government has pledged INR 12.5 crore to bolster school-level sports, supporting competitions, trials, and hosting SGFI events. Additionally, Tamil Nadu plans to introduce futsal and box-cricket turfs across all 38 districts, managed via digital booking and profit-sharing models to drive grassroots engagement and revenue growth. The establishment of public sports university (TNPESU) further strengthens professional sports education and capacity building

8. Odisha has earmarked INR 4,124 crore over five years for robust sports infrastructure and grassroots development, positioning itself as a multi-sport hub. It hosts world-class events like consecutive Hockey World Cups and boasts iconic venues like the Birsa Munda Hockey Stadium, elevating its international sporting footprint. The state's investment strategy is not only about medals but also building identity, economic opportunity, and talent pipelines.

9. Bihar's sports budget surged from INR 30 crore in 2022 to INR 568 crore in FY25–26, with a major portion allocated to infrastructure and athlete development. The state inaugurated the sprawling Rajgir Sports Complex and a new Sports University, boosting capacity across 23+ disciplines. With a 100-acre sports village at Punpun and hosting of the Khelo India Youth Games 2025 across five cities, Bihar is charting a rapid transformation from underdog to a competitive sports ecosystem.

10. Kerala 2023 Sports Policy, under the Vision 2033 roadmap, emphasizes "Sports for All," inclusive participation, and human-centric development, encouraging private and cooperative investments. New infrastructure such as a football turf in Kochi is being built with MLA funding and public stewardship to benefit communities and generate revenue. Additionally, Kerala is promoting traditional games like atya patya, supporting youth-led revival and integrating them into school programs boosting cultural preservation alongside fitness

11. Haryana's Grassroots Push-Invested heavily in 1,489 sports nurseries, training over 37,000 athletes, alongside stipends, scholarships, coaching jobs, and infrastructure development.

12. Arunachal's Athlete Incentive Model-Launched cash rewards of INR 2.5 crore to 400 athletes and 72 coaches, plus a new Centre of Excellence and support for 54 Khelo India Centres.

13. Andhra Pradesh's Sports Quota and Grassroots - Introduced a 3percent sports quota in state jobs, built 45 fitness parks, and engaged 24,000 youth in multi-discipline "Aadudam Andhra" sports fest.

14. Uttar Pradesh's Sporting Ecosystem Expansion-Rolled out 2percent job reservation for sportspersons, new sports colleges, Olympian coaches, and staged MP/MLA-level competitions.

15. Punjab's Infrastructure Scalin- Allocated INR 1,000 crore in sports budget; invested in stadium revamp projects in Sangrur and rolled out state-level development initiatives.

16. Uttarakhand's National Games – Hosting the National Games with over 10,000 athletes across 35 sports this massive event boosts state-level infrastructure and sporting profile.

17. Meghalaya's Infrastructure and Women-centric Focus -Launched INR 1,087 crore worth of projects integrating sports infrastructure, tourism and women empowerment initiatives in the state.

Sports Act 2025 key highlights:

- **Creates a National Sports Board (NSB)** to recognize and regulate national sports bodies; it keeps a register, can inquire into welfare/fund-misuse issues, and can suspend/cancel recognition.
- **Defines the sports governance architecture** recognizes a National Olympic Committee, National Paralympic Committee, and National/Regional Sports Federations for each designated sport, all aligned to their international bodies.
- **Mandatory committees & athlete voice:** every national body must have an Athletes Committee, Ethics Committee, and Dispute Resolution Committee; the Executive Committee (max 15) must include at least two outstanding sportspersons, two elected from the Athletes Committee, and at least four women.
- **Eligibility, age & term rules for office-bearers:** minimum age 25; presidency/secretary/treasurer require sporting merit or prior EC tenure; max three consecutive terms (with a cooling-off of one term).
- **Safe Sport & grievance redressal:** the NSB must frame a Safe Sports Policy (protection of women and minor athletes); each body must run an internal grievance mechanism.
- **Election oversight:** a national roster of top ex-election officials forms the National Sports Election Panel to ensure free and fair elections in federations.
- **Transparency & RTI**: only recognized bodies get central grants; recognized bodies are treated as public authorities under the RTI Act for functions under this law.
- **Ad-hoc administrations when things go wrong:** the Board can install an ad hoc administrative body to normalize a federation that loses recognition.
- **National Sports Tribunal:** an independent tribunal (chair = current/former SC judge or HC Chief Justice) hears sports disputes; appeals go to the Supreme Court (or CAS if required by international rules).
- **Funding mechanism:** establishes a National Sports Board Fund (grants/fees credited; expenses per rules).
- **International alignment**: federations are primarily guided by international charters (Olympic/Paralympic/IF statutes); the Centre may issue clarifications if conflicts arise.
- **Limited central powers for exceptional cases:** the Centre can exempt provisions in public interest for specific sports and restrict participation in the national interest (security/public order) in extraordinary circumstances.

Status & dates: Introduced Jul 23, 2025; passed Lok Sabha Aug 11, 2025; passed Rajya Sabha Aug 12, 2025; now in force as the National Sports Governance Act, 2025 (per Gazette/PRS).

Taxation matters in the sports sector

Income-tax

Taxation of Indian Sporting Bodies

There are several sporting bodies registered in India for promotion of different sports. These are mostly set-up as charitable organizations under the domestic tax law on the premise that they advance object of general public utility, following which, sporting bodies claim full exemption from levy of income-tax. However, such exemption comes with a rider that if the sporting bodies are involved in carrying on of business activities for a consideration that exceeds 20% of the total receipts earned by them during the year, the exemption would be denied.

With sporting events like IPL, pro-kabaddi leagues, etc. gaining popularity as one of the main sources of entertainment, incomes arising to sporting bodies have increased multifold especially from auction of broadcasting rights to media houses. As a result, 'charitable status' may be vitiated in case income from such activities constitute business receipts. Thus, it would be imperative to put appropriate guardrails thereon to protect the charitable status of the sporting bodies.

Further, tax deductibility of expenses incurred by these organizations towards various activities such as payments made to sportspersons, employees, venue charges etc. along with tax withholding thereof also requires careful consideration.

Taxation of franchises/teams

Franchise-based sports leagues are more than just competitions – they are the commercial backbone of modern sport. They create sustainable ecosystems that generate value for athletes, fans, brands, and the broader economy.

Teams join league/sporting event by making payment of fees. They in turn receive income from prize money, sponsorship, advertising, share of ticketing revenue, etc. They make payment to sportspersons and support staff. Each of these elements can have tax considerations that require careful evaluation. The most important one being whether franchise fees paid to sporting bodies by the teams would be capital or revenue expenditure for tax purposes.

Other important consideration could include withholding tax on various payments made by it to the sportspersons and athletes, especially foreign sportspersons.

Thus, it is of paramount importance that while participating in an event, tax considerations are given due regard to avoid any unintended consequences.

Taxation of foreign sporting bodies

Recently, India has seen a gradual yet powerful transformation in its sports ecosystem, attracting several foreign sporting bodies to host or actively participate in sporting events in India.

A key issue that foreign sporting bodies organizing events and tournaments in India encounter is the possibility of they constituting a taxable presence in India (Permanent Establishment). Most notable example being that of Formula One, wherein the Apex Court of India held that the racing circuit in India constituted fixed place PE in India of Formula One, consequently, a portion of the revenues attributable to such PE was held to be taxable in India.

Another issue that merits consideration is taxability 'as royalty' of income arising to foreign sporting bodies from grant of telecasting rights of the sporting event to Indian broadcasters. In such cases, it becomes imperative to appropriately structure the contract with the broadcasters as clauses of the contract, type of feed (live/recorded), play a key role in determining the taxability of income arising therefrom.

Clarity in the tax position would aid more sports associations to come to India and provide exposure and opportunities to Indians, in the ever-globalising world of sports.

Taxation of Foreign Sportspersons

The taxation of sportspersons, particularly foreign sportspersons competing in India, could be a bit complicated as the same is a function of host of factors such as the nature of income arising to the sportsperson, his residential status, his citizenship, location of the sporting event, interplay of domestic tax law provisions with those of the international tax treaties, etc.

Generally, income derived by foreign sportspersons from their activities, like performances in athletic competitions or events, is taxable in the country where these activities are performed (called the source state). In India, domestic tax law provides for a concessionary tax regime whereby income of a sportsperson who is a non-citizen and non-resident is taxed in India at the rate of 20 percent (without deduction for any expenditure or allowance).

Accordingly, income from sponsorship and advertising, grant of "image rights" (e.g. the use of sportspersons name, signature or personal image), or from authoring of any articles in local publications if it is related to the sportsperson's performance in a sporting event in India will be taxable in India. Infact, in case such incomes do not arise to the sportsperson but to another person, say a talent management company, the incomes could be taxed in India as it relates to sportspersons' performance in India.

However, in case of global arrangements, say global sponsorship or advertising deals, a question that requires careful consideration is whether such income or a portion thereof can be subject to tax in India on the basis that a portion of the income indirectly relates to sportspersons' performance in India. Another aspect that requires consideration is whether who all can be said to be sportsperson? Is the concept wide enough to include coaches, match officials and the likes.

Lastly, sportspersons also need to be mindful of the compliance obligations that may arise pursuant to their participation in the sporting event in India, like the obligation to obtain India tax registration and furnish tax returns in India.

Good and Services Tax (GST)

The recently announced Next Generation GST Reform has sought to streamline the GST rate structure (5% and 18%, with a 40% rate for select luxury and sin goods). Various aspects involved in the organization / conduct of sporting events in India entail a GST impact.

No GST is applicable on the following essential activities related to sports:

- Services provided to a recognized sports body by (a) an individual as a player, referee, umpire, coach or team manager for participation in a sporting event organised by a recognized sports body; (b) another recognised sports body
- Sponsorship of sporting events organized by identified associations (typically national / regional bodies)
- Admission to recognized sporting events where ticket charges are less than INR 500 per person
- Prize money earned by players

GST at 18 percent is applicable on the following:

- Advertising revenues and media rights (television/ digital) rights, which are significant in value (specifically in cricket)
- Sponsorship revenues in private leagues
- Admission to sporting events like IPL at 40% GST (other than a recognized sporting event)

Besides the above, GST also applies on various expenditure incurred in relation to the organization / conduct of the sporting event. While this GST can be claimed as credit, however, such GST can increase the cost, to the extent no GST is payable on the corresponding revenues earned from the sporting event.

From a player perspective, the income earned by players from various sources, also entail GST implications (other than the ones specifically exempted from GST, as mentioned above).

Critical areas for consideration:

Organizing bodies, including participating bodies and players need to evaluate the GST applicability and impact on their various income streams and accordingly comply with the same.

Similarly, the GST applicable on expenditure incurred for organizing / conduct of sporting events in India needs to be factored in from a cost perspective.

Further, in cases where advances are paid to vendors, the GST also needs to be paid along with the advance, without the possibility to claim credit of such GST (till tax invoice is received from the vendors). The blockage of GST on such advances needs to be factored in from a cash flow perspective.

Sports personalities and tax-related threat – Transfer Pricing

- **Marketing Intangibles:** This has been a critical area in Indian TP landscape. The Indian tax authorities raise points on any substantial expenditure on advertising, marketing, and promotion (AMP) by an Indian entity, especially in cases where such entity is using marketing intangibles owned by an overseas group company. For instance, an Indian entity of a global sports brand has incurred significant advertisement expenses to market, promote or enhance the presence of brand in India, there is a possibility that such advertisement expenses are perceived as being incurred on behalf of the overseas group company and therefore Indian tax authorities expect the Indian entity to be compensated for any benefits accruing to an overseas group company as a result of said expenses.
- **Royalty Transactions**: The payment of royalty for the use of intellectual property such as trademarks, know-how, brand names etc. is a significant focus area of the tax authorities. In many cases, the tax authorities have rejected the taxpayer’s analysis and disallowed payments for use / transfer of intellectual property. For instance, Indian entity of overseas sports brand pays royalty for associating the brand name and / or using the technical know-how from overseas entity. In such case, tax authorities may ask Indian entity to demonstrate the description of intangibles and the benefit it accrues from payment of royalty.
- **Valuation of assets**: In terms of transactions pertaining to valuation of asset, tax authorities raise issues majorly in areas of method of valuation (discounted cash flow (DCF), net assets method, capitalization method, super profit method, average profit method etc.) and authenticity of the projections made in the valuation. For instance, suppose there is a transaction of sale of sponsorship rights of a major league, wherein the taxpayer has benchmarked the transaction basis the valuation method and revenue projections adopted by the taxpayer, it is possible that tax authorities reject taxpayers’ valuation with a view that the same is tainted so as to achieve the required valuation and may conduct its own independent benchmarking analysis.
- **Deemed International Transactions**: A deemed international transaction means a transaction entered by a taxpayer with an unrelated enterprise, where a prior agreement exists between the unrelated enterprise and the Associated Enterprise (‘AE’) of the taxpayer or where the terms of such a transaction are, in substance, determined between such unrelated enterprise and the AE of the taxpayer. For instance, Indian entity of global sports brand has entered into an agreement with a third party in India for sale of merchandise through retail outlets of said third party. If, as per the mutual understanding between the parties, the overseas entity of the sports brand determines the terms of the agreement between Indian entity and third party, then in such case, the transaction between Indian entity and third party will be subject to transfer pricing regulations, thereby necessitating the determination of the arm’s length price.

Case studies of Public Private Partnership

The Cycling Federation of India (CFI) signed an MoU with Manav Rachna International Institute of Research and Studies (MRIIRS) to promote excellence in cycling and sports education. The collaboration is designed to empower Indian cyclists to pursue higher education while continuing their professional training seamlessly.

IOA moves forward with new-firsts for Paris Olympics. Breaking new ground, the Indian Olympic Association announced a few firsts for the Indian contingent that headed to the Paris Olympics 2024. This included established of a full-fledged medical recovery centre at the Games Village for Indian contingent. For the first time the Indian contingent had a dedicated microsite, created by Yes Bank where supporters can share their wishes and messages of support to the athletes. The IOA with the help of KPMG developed an app that will serve as a comprehensive guide and information resource for Indian team contingent.

Future roadmap

Federations and government programs hold the responsibility of nurturing athletes and managing funds. Governance reforms under the 2025 Act need strong enforcement to rebuild credibility.

- Enforce governance reforms with accountability, as transparent leadership structures will inspire trust among athletes, sponsors, and fans.
- Increase budgets for grassroots, women's and para-sports, ensuring inclusive development and boosting India's international performance.
- Build a National Sports Development Fund through PPP, so state and private capital can jointly finance long-term projects.

Business of leagues

Why the Business of leagues matter the most

Franchise-based sports leagues are more than just competitions they are the commercial backbone of modern sport. They create sustainable ecosystems that generate value for athletes, fans, brands, and the broader economy. In India, the success of the IPL and the rise of leagues like ISL, PKL, WPL, and others demonstrate that leagues are the most powerful driver of sports growth.

1. **Athlete empowerment**
   - Leagues offer significantly higher earnings compared to federation or national team contracts.
   - Example: IPL contracts have made Indian and overseas cricketers millionaires overnight, while leagues like WPL and PKL have created life-changing income opportunities for women athletes and kabaddi players.
   - Beyond salaries, leagues provide athletes exposure, sponsorships, and professional development.
2. **Jobs and livelihoods**
   - Every league generates thousands of direct and indirect jobs coaches, physiotherapists, performance analysts, referees, broadcasters, logistics, marketing, and venue staff.
   - IPL alone is estimated to create over 30,000 temporary jobs each season, while regional leagues add to employment across cities and states.
3. **Economic impact beyond sports**
   - Leagues contribute to government revenue via taxes (GST, TDS, corporate taxes), player fees, and sponsorship deals.
   - Hosting matches boosts tourism, travel, hospitality, food and beverage, retail, and local businesses.
   - Infrastructure investments for leagues create stadiums, training centres, and allied facilities that benefit communities long after the season ends.
4. **Brand visibility and marketing power**
   - For corporates, leagues are the ultimate marketing vehicle delivering high visibility, deep fan loyalty, and emotional engagement.
   - Brands ranging from tech and finance to FMCG and edtech have leveraged leagues to gain massive reach in a short span.
   - Even small or regional brands gain national exposure through jersey sponsorships or in-stadia advertising.
5. **Catalysing sports ecosystem growth**
   - Leagues provide structured formats that federations often cannot deliver making sports predictable, consistent, and commercially viable.
   - They attract private equity and global investors, further institutionalising the sports economy.
   - Importantly, leagues fuel grassroots programs, academies, and youth pathways, ensuring a pipeline of future talent.

Why it matters for the economy

- Sports leagues are not an isolated industry they are economic accelerators.
- By boosting athlete incomes, job creation, tourism, sponsorship, media rights, and infrastructure, leagues impact sectors far beyond sport.
- Sports leagues also help in expanding the reach beyond Cricket to other sports piggy banking on the success of IPL.

Understanding business of leagues

In India, the sports league ecosystem has significantly grown in the past fifteen years. The first hockey league was introduced in 2005 and was seen as groundbreaking, sparking the trend of franchise sports in India. Although it did not last long, the IPL, established in 2008, played a major role in fueling this trend and paving the way for immense growth, with projected valuations reaching USD 18 billion in 2025.

Several domestic franchise leagues have emerged in recent times, with approximately 15 currently in existence. These leagues cover a variety of sports such as badminton and table tennis, which have achieved success on the international stage. Additionally, they also include sports that are considered less popular, such as kho kho and arm wrestling, as well as those that are not as widely recognised, such as volleyball and handball. Surprisingly, even chess, a sport typically associated with intelligence rather than glamour, joined the trend by introducing the Global Chess League (GCL).

Since its establishment in 2008, the Indian premier league has experienced remarkable expansion both nationally and internationally. This growth is evident in various aspects, such as the increase in team valuations. The Lucknow Super Giants were purchased for INR 7,090 crore by the RPSG Group, while the Gujarat Titans were bought for INR 5,625 crore by CVC Capital Partners in the same 2021 auction for new franchises. Additionally, the IPL's media rights per game became the second wealthiest among all professional sports leagues worldwide in less than 15 years, underscoring the league's substantial progress. The recent media rights agreement further cements the IPL's position, with the league now valued at over three times higher than the English Premier League (EPL) and eight times higher than the National Basketball Association (NBA).

How the league model works

- **Centralised rights and revenues**: Leagues act as custodians of broadcasting, sponsorship, and licensing rights. A significant share of these revenues is distributed back to franchises, ensuring stability.
- **Franchises as independent businesses:** Teams operate as private entities with their own P&L models, covering operations through revenues from ticketing, merchandise, brand partnerships, and digital activations.
- **Multi-channel monetisation:** Beyond broadcasting (still the largest contributor), monetization includes digital OTT rights, fantasy integrations, merchandise sales, venue experiences, and sponsorships.
- **Brand as entertainment platforms**: Successful franchises extend into year-round lifestyle brands operating academies, digital content channels, and community events.

Top Indian leagues and business highlights

1. **Indian Premier League (IPL)**
    - **Valuation**: Business enterprise value surged to USD 18 billion in 2025 a 13 percent year-on-year jump.
    - **Per-Match value**: Estimated at USD 14 million, second globally only to the NFL
    - **Streaming viewership:** IPL continues to draw viewership above 600 Million
    - **Digital subscribers**: JioStar (Disney-Reliance) hit 300 million paid subscribers, rivaling Netflix globally, with much of the growth driven by IPL rights.

While cricket is treated as a religion in India the popularity of IPL is because it combines the country's deep passion for cricket with the fast-paced, 3-hour T20 format that fits modern lifestyles and prime-time viewing. It blends sport and entertainment, featuring top Indian and international cricketers, Bollywood glamour, cheerleaders, and innovative formats like auctions and fantasy leagues. Franchise teams tap into regional pride while delivering national reach, and free streaming plus aggressive marketing make it widely accessible. With massive sponsorships, billions in media rights, and star power on and off the field, the IPL has become more than a tournament   it's a summer festival of sport, entertainment, and business that captures the imagination of millions every year.

2. **Pro Kabaddi League (PKL)**
    - **Viewership growth**: The league reached 226 million viewers marking a 17 percent increase in reach over Season 9.
    - **Ad revenue**: Ad rates rose by 12 percent year-over-year, with expected overall media revenue increasing above Rs 100 Crore
    - **Audience profile**: 65 percent of viewership came from premium NCCS AB households; urban viewership grew 57 percent.
    - **Franchise costs**: Annual expenses (excluding team acquisition) range between INR 10–12 crore, but revenues are rising steadily.

3. **Women's Premier League (WPL)**
    - **Franchise sales**: Debut season franchises sold for total of INR 4,670 crore.
    - **Media rights**: Broadcast rights valued at Rs 951 Crore for the inaugural cycle.
    - **Valuation momentum**: WPL became the second-highest valued non-IPL league immediately after launch

4. **Indian Super League (ISL)**

- **Viewership**: ISL final between Mohun Bagan and Bengaluru reached a record-breaking 169 million TV viewers in 2024-25
- **Prize money**: Winners of the League (League Shield) received INR 3.5 crore, while Cup winners got INR 6 crore, with runner-ups and semi-finalists also rewarded for performance.
- **Sponsorship**: In the first few seasons, central sponsorship pools like Flipkart and DHL added up to INR 100 crore, a significant boost to league revenues. Hero was the main sponsor.
- **Status today**: As of the2024-25 season, ISL became the sole recognized top-tier football league in India, signaling stronger commercial consolidation with I-League acting as a feeder now. The current season is under hold till commercial and governance aspects are firmed up between AIFF and associated parties. Expected to start in Dec 2025.

5. **Hockey India League (HIL, Hockey)**
    - Launched 2013, paused post-2017. Hockey is the national game of India.
    - Broadcast deals via Star Sports sustained ~INR 150 crore cycle.
    - Played a key role in sustaining Hockey through the league format for both men and women's teams.

Recently developed leagues in India

1. **Prime volleyball league -** The prime volleyball league was first introduced in February 2022 as India's inaugural private sports league, where team owners have a stake in the league as well. Franchises from 9 different cities in India are part of the league.
2. **Ultimate kho kho -** Established in 2022, its main goal is to popularise and present India's traditional sport of kho kho in a professional format. UKK functions as a franchise-driven league, with teams representing six cities nationwide. The Gujarat giants emerged victorious in the 2023-24 season, demonstrating thrilling matches and exceptional player abilities.
3. **Ultimate table tennis -** Ultimate Table Tennis (UTT) is recognised as the top professional table tennis league in India. Established in 2017, it has been instrumental in raising the standards of the sport in the country. In the 2023-24 season, the Goa Challengers emerged victorious as the champions, delivering thrilling table tennis encounters.
4. **Global chess league -** The introduction of the Tech Mahindra Global Chess League (GCL) in 2023 revolutionised professional franchise chess in India, opening a new chapter for the game in the country. The league adopts a unique joint team format where male and female players compete together for the top prize. With 6 teams representing different cities, the GCL is a collaboration between FIDE and Tech Mahindra to promote chess using cutting-edge technologies. The Triveni Continental Kings emerged as champions in the first season of the league.

Pro Panja league - The Pro Panja League (PPL) is a professional arm-wrestling league in India. It was founded by Swen Entertainment in 2020 and had its inaugural season from 28 July to 13 August 2023. The league features separate competition categories for men, women, and specially-abled players. The Pro Panja League has transformed Indian arm-wrestling into a mainstream sport through a structured and innovative journey. Starting with ranking events, it identified and streamlined top talent into a competitive pool. The league introduced a 17-day prime-time format on Sony Sports with innovations like the Bullet Badshah round, player reviews, and undercard-main card formats to engage fans. A hybrid model ensured year-round presence through tie-ups with state festivals and fitness expos.

Athletes, officials, and broadcast teams were trained to blend technical skill with showmanship, enhancing entertainment value. The league secured like-minded franchise partners who shared the vision of building the sport. Partnerships with Sony Sports provided national exposure, while a strong digital strategy drove 1.5B+ social media views, turning athletes into creators and influencers.

In parallel, the league strengthened the People’s Arm-wrestling Federation of India, which, backed by this platform, enabled India to win 176 medals at the 2025 Asian Arm-wrestling Championship cementing Pro Panja League’s role as both a sport and business success story.

Building a loyal fan base

In the modern era of technology, spectators desire to be active participants rather than mere onlookers. By offering interactive experiences such as fan zones, virtual meetings and online communities, leagues enable fans to interact directly with the sport, closing the distance and making them feel appreciated. The use of virtual reality, augmented reality and gamification further enriches this interaction, increasing loyalty and enhancing the bond with the sport.

Fan emotions fluctuate between peaks and valleys, creating a bond through both successes and setbacks. From celebrating victories to supporting a team during difficult times, recognizing and accepting fans' emotional connections helps create a feeling of community and enhances loyalty.

The rise of digital technology has brought about a new era in sports marketing, where a multi-channel strategy is now crucial. In contrast to old-school broadcasting tactics, engaging with fans in today's world involves seamlessly integrating experiences both in physical stadiums, face-to-face encounters and virtual platforms. In the context of the IPL and WPL, this entails providing fans with chances to interact with their beloved teams and athletes through multiple channels, ranging from live match days at the stadium to online forums and social networking sites. Through maintaining a unified and engaging experience across all platforms, leagues can enhance fan involvement and cultivate lasting loyalty.

Personalisation is key to successful fan engagement. Modern fans desire personalised experiences that connect with them on a personal level, recognizing and celebrating their emotions and preferences. By customizing match-day experiences according to fan preferences and providing exclusive behind-the-scenes access, personalised engagement fosters a stronger emotional bond between fans and their beloved teams, increasing loyalty and support.

International Sports leagues are building their loyal base in India. India GenZ provide a super loyal base by supporting these international leagues and franchises. The English Premier League announced the opening of its India office in April 2025. With operations based in Mumbai, the India office will seek to build on its fan base and partnerships to promote football in India. It will be engaged in the growth of the League and its clubs.

At a grassroots level, the League has been running its Premier Skills programme in partnership with the British Council to support the development of the community football workforce since 2007. Over the past 18 years, the programme has been delivered in more than 18 Indian states, supporting more than 7,300 coaches, referees and educators, benefiting 124,000 young people.

The rising sports fan economy in India

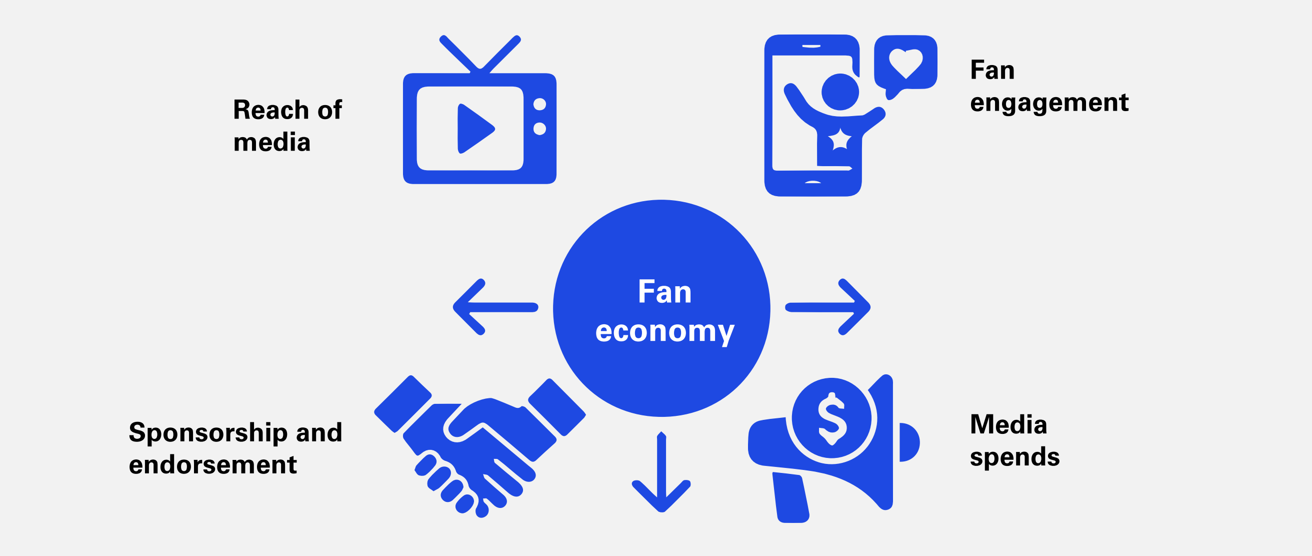
What is the Fan Economy?

The Fan Economy refers to the monetisation of sports audiences through their attention, engagement, and spending power. It goes beyond ticket sales and live matches encompassing media consumption, digital interactions, merchandise, fantasy gaming, and brand partnerships. In India, with 650+ million sports fans, the fan economy is becoming a cornerstone of the sports business.

1. **Reach of media:** The Foundation
    - TV and OTT penetration: Cricket alone draws ~650 million viewers; OTT platforms extend reach to youth and Tier-II/III cities
    - Always-on media: 24x7 sports news, highlights, podcasts, and short-form videos expand fan touchpoints
    - Social media amplification: Instagram, YouTube, and X (Twitter) drive daily engagement, keeping fans connected year-round.
2. **Engagement of fans**:
    - Interactive OTT experiences: Live chats, polls, multiple camera angles enhance fan immersion
    - Fantasy leagues and gaming: Converting passive fans into active participants.
    - Athlete-Fan connection: Direct interaction via social media, livestreams, and influencer content
    - Micro-Communities: Regional and women's sports leagues building dedicated fan bases.
3. **Monetisation linkages**
    - Sponsorships: Brands invest in fan engagement touchpoints stadiums, OTT streams, influencer tie-ups.
    - Athlete Endorsements: Fan following = brand value; athletes as digital-first ambassadors.
    - Advertising and media spends Sports commands premium ad rates; OTT and digital platforms attract a rising share of spends.
    - Fan Economy Loops: Higher fan engagement → greater brand visibility → increased sponsorship inflows → better athlete pay and media rights.

Why the Fan Economy matters

- **Commercial growth**: Drives the bulk of revenues for leagues, teams, and athletes.
- **Investor confidence**: Growing fan monetisation opportunities attract domestic and global capital.
- **Future of sports**: From cricket dominance to multi-sport, digital-first ecosystems.
- **Next wave**: Integration of AR/VR, AI, NFTs, and sustainable fan-driven experiences.



League	Estimated social media fan base	Highlights
Indian Premier League (IPL)	100,000,000+	Most valuable cricket league worldwide; leading digital and cross-platform presence
Pro Kabaddi League (PKL)	7,500,000+	Massive rural/urban viewership; 12 teams; strong regional content and engagement
Indian Super League (ISL)	7,000,000+	Football's growth engine; 14 teams; youth and digital-led fandom
Women's Premier League (WPL)	3,000,000+	Fastest-growing female league; digital/social surging with each season
Ultimate Table Tennis (UTT)	1,200,000+	Urban, youth digital engagement; celebrity/corporate franchising
Prime Volleyball League (PVL)	1,000,000+	Non-cricket leader in digital fan growth; regional and influencer outreach
Ultimate Kho Kho (UKK)	700,000+	Hit 64 million TV/digital viewers in season 1; digital and nostalgia driven
Hockey India League (HIL)	600,000+	Loyal fanbase; HIL relaunch in 2023 after Covid
Global Chess League (GCL)	500,000+	Mixed-gender, digital-first chess league; FIDE and Tech Mahindra tie-up
Pro Panja League (PPL)	400,000+	Arm wrestling's youth/grassroots boom; strong influencer marketing
I-League (Football)	350,000+	Traditional soccer fans; renewed digital following thanks to ISL synergy
Indian Racing League	100,000+	Motorsport and influencer-fueled digital fandom
Legends League Cricket	90,000+	Veteran-centric cricket nostalgia; growing digital fandom

Source: KPMG India analysis 2025

The story of the Indian Premier League

Origins and launch

The IPL was founded in 2008 by the BCCI, inspired by global franchise leagues. The inaugural season featured eight franchises, auctioned to corporates and celebrities. It blended cricket with entertainment, city-based loyalty, and global star power. Rajasthan Royals won the first edition.

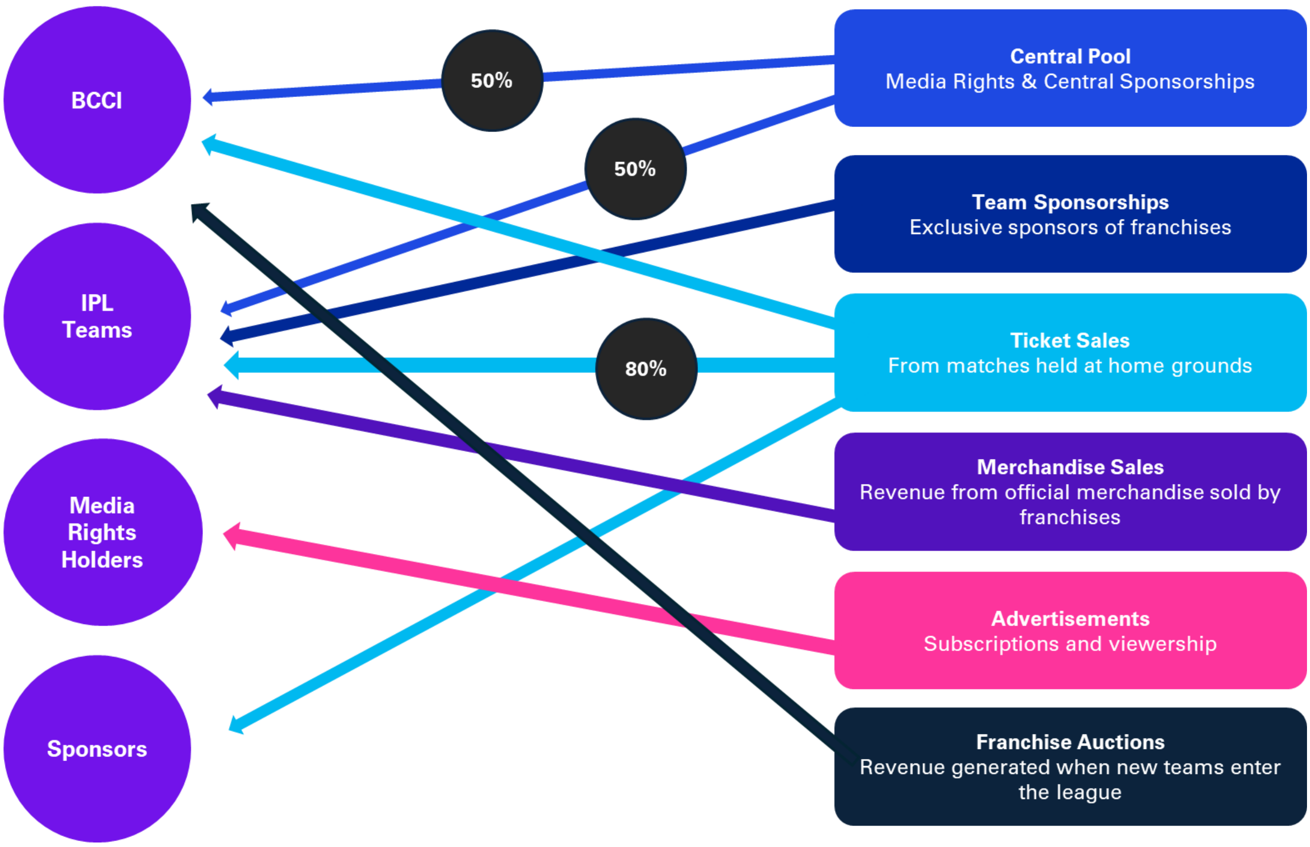
Evolution of format and teams

The league has grown from 8 to 10 teams (as of 2025). Formats evolved from double round robin to group-based splits plus playoffs, but the core remains: a two-month T20 window each summer. The IPL has weathered suspensions, controversies, and expansions while retaining its primacy.

Governance and revenue model

- BCCI owns the central rights and administers the league.
- Central commercial pool = media rights + title sponsor + central sponsors.
- Approximate distribution: ~50% retained by BCCI, ~45% shared equally among franchises, ~5% allocated to prize money.

Player salaries regulated via auction and a salary cap to maintain balance and ensure franchise sustainability.



Source: The Hindu 2024

Title Sponsorships and central sponsorship

Title sponsorship history reflects the league's commercial pull: DLF (2008–12), Pepsi (2013–15), Vivo (2016–19, 2021), Dream11 (2020), Tata (2022–23). Sponsorship values escalated steadily, with non-title central partners (from FMCG to fintech) adding depth to the central pool.

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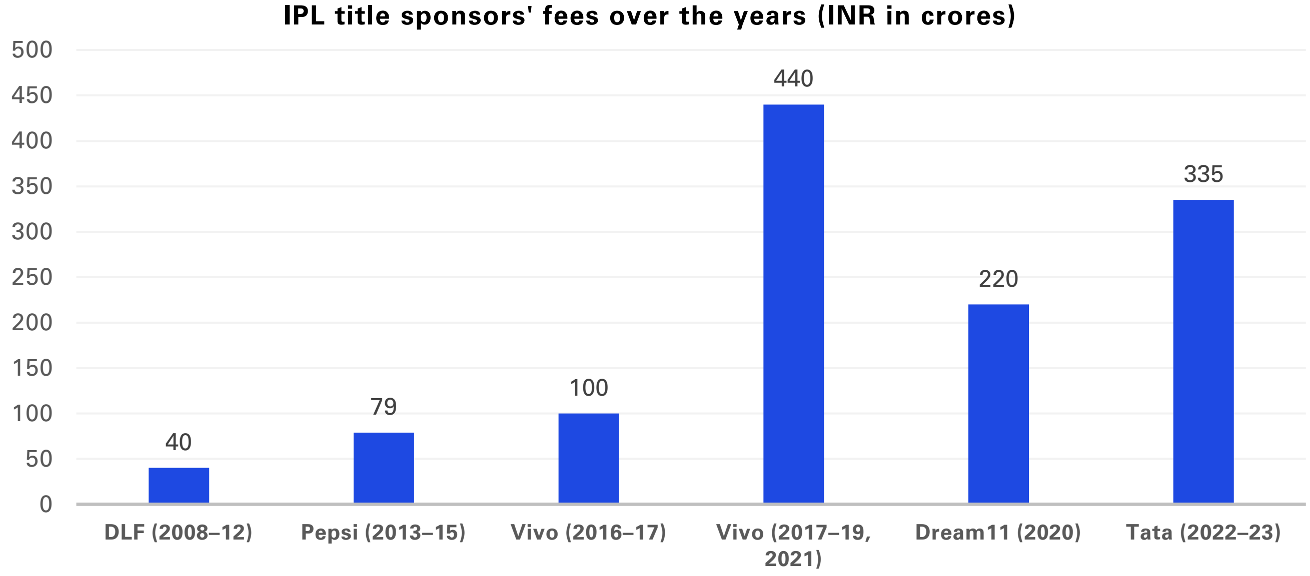
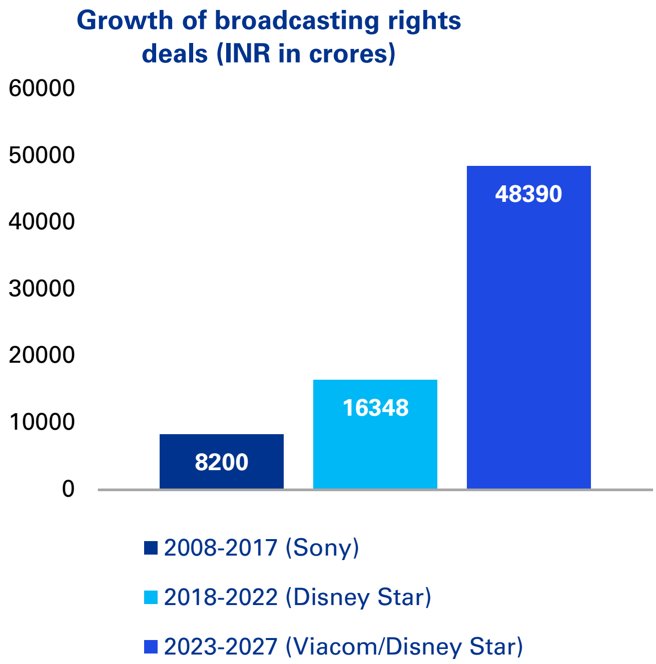


Broadcasting and digital rights

- Media rights are the financial engine.
- The 2023–27 cycle sold for a record INR 48,390 crore (~USD 5.7 billion).
- Split: Disney Star (TV) and Viacom18 (digital streaming).
- IPL 2025 reached ~1.1 billion unique viewers and delivered 840+ billion minutes of watch time, underlining its unmatched mass reach in India.



Franchise economics

- Franchises earn from:
- Central pool distributions (65–80% of income).
- Local sponsorships and hospitality.
- Ticketing, matchday revenues, and merchandising (smaller share but growing).
- By 2025, the IPL's total enterprise value is estimated at USD 18.5 billion, with top franchises valued above USD 250 million.

Salary cap and cost controls

Each franchise operates under a player salary cap (auction purse), which prevents inflationary bidding wars and protects profitability. This mirrors American leagues (NFL, NBA) in balancing competition and financial health.

Top teams and on-field performance

- Most titles: Mumbai Indians (5), Chennai Super Kings (5).
- Other champions: KKR (3), RR (1), DC (1), SRH (1), GT (1), RCB (2025).
- The league consistently delivers close finishes, record chases, and breakthrough talents.

Merchandising and fan engagement

Merchandising (jerseys, caps, collectibles) and licensing are secondary but growing revenue streams. Fan parks, social media integration, fantasy cricket tie-ins, and interactive streaming are deepening fan engagement, especially among younger demographics.

Broadcasting monetisation

Broadcasters monetise IPL through:

- Advertising inventory (TV spots and digital ads command premium rates).
- Subscriptions and hybrid models (digital platforms increasingly shift from free to paid tiers).
- Data-driven targeted ads on streaming platforms, boosting yields.

Global comparison

- NFL, NBA, EPL remain larger in total revenue and global merchandise sales.
- IPL, however, is the fastest-growing sports league in valuation and viewership.
- Its concentrated 2-month format makes it commercially efficient, generating high ARPU in a compressed window.

Growth drivers and risks

Drivers: India's digital consumption boom, advertiser demand, player star power, and franchise professionalisation.

Risks: Rights monetisation sustainability (broadcasters' ROI), regulatory uncertainties (e.g., sponsorship bans on certain industries), scheduling conflicts with international cricket, and geopolitical disruptions (as seen in 2025).

Summary:

From a bold experiment in 2008, the IPL has become India's premier sporting product and one of the world's most valuable leagues, balancing entertainment, commerce, and cricketing excellence.

Sponsorships: The big revenue generators for leagues

Sponsorships form the lifeblood of India's sports leagues, often accounting for the single largest share of revenues after media rights. For leagues ranging from the IPL to emerging properties like PKL, ISL, WPL, PVL, and UKK, sponsorships are not just about logos on jerseys or boundary hoardings they are about deep, sustained partnerships that fund league operations, athlete salaries, grassroots development, and fan engagement. Sponsorships are no longer an add-on; they are the engine that powers leagues, driving both financial sustainability and commercial innovation. With sponsorship spending projected to grow at ~10 percent CAGR, the future of India's sports leagues will be defined not just by the number of fans in stadiums, but by the depth of partnerships off the field.

In 2024, sports sponsorships in India were valued at INR 7,421 crore, contributing nearly 45 percent of the INR 16,633 crore sports economy (GroupM ESP). Within this, team sponsorships and franchise fees together made-up INR 4,375 crore, while ground sponsorships added INR 3,046 crore.

Cricket continues to dominate, with the IPL alone commanding ~50 percent of all sponsorship spends, valued at an ecosystem worth USD 10.9 billion (INR 90,000+ crore). However, other leagues are gaining ground: the Pro Kabaddi League has consistently crossed 200 million+ viewers, making it India's second-biggest sponsorship property after cricket, while the WPL attracted INR 1,250 crore in franchise and media deals in its debut year, demonstrating the commercial viability of women's sports.

Sponsorships are also evolving. Earlier, they were limited to visibility-driven spends (jersey logos, title sponsorships, perimeter branding). Today, they are integrated into 360° fan engagement strategies: digital activations, social media campaigns, grassroots programs, and co-branded content. This shift reflects the rise of the fan economy, where brands demand measurable ROI through data, engagement, and cultural impact.

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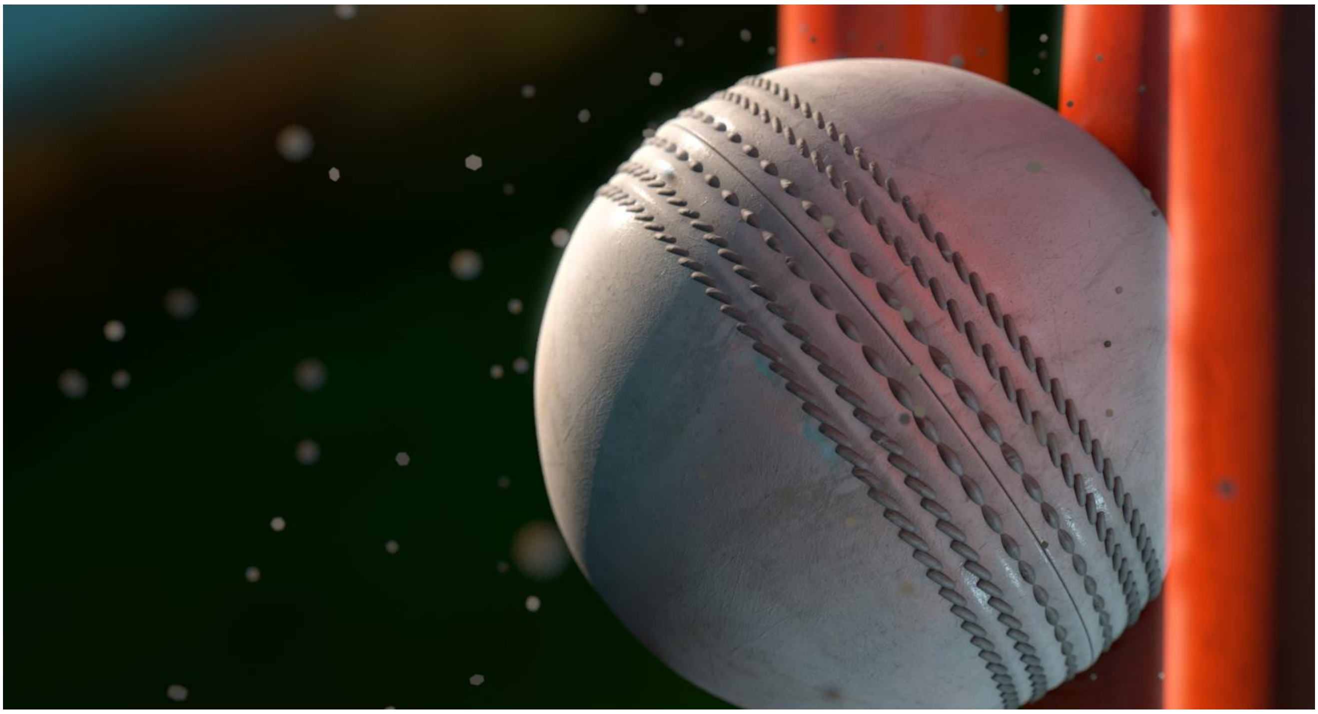


Business highlights in Indian sports sponsorship (2024-2025)

Industry scale reached INR 16,633 Cr

India's sports sponsorship market hit INR 16,633 crore in 2024, growing 6 percent year-on-year nearing the USD 2 billion mark.

Cricket dominance at 85 percent

Cricket continues to lead, accounting for about 85 percent of total sponsorship revenue.

Non-Cricket sponsorships grew 19 percent

Sponsorship of emerging sports rose to INR 2,461 crore, a 19 percent jump over 2023. Driven largely by the Olympics buzz and broader diversification.

Emerging sports now 14 percent of market

Emerging sports contributed INR 2,559 crore, making up 14 percent of the total industry value. Growth here is notably robust at 24 percent.

Athlete endorsements hit record INR 1,224 Cr

A significant 32 percent YoY increase in athlete endorsements, setting a new high at INR 1,224 crore.

Dream11's exit and Apollo Tyres new bid

Post-fantasy gaming ban, Dream11 dropped its INR 358-cr jersey sponsorship. The Jersey sponsorship was won by Apollo Tyres for INR 579 Cr until 2027.

State-level corporate investment spikes

In Gujarat, corporates are heavily investing sponsoring leagues, athletes, infrastructure as part of the state's push toward Olympic ambitions.

New sponsorship micro wellness in PKL

Micro Labs' OTC brand DOLO partnered with UP Yoddhas in Pro Kabaddi as the official pain-relief sponsor, strengthening regional engagement strategies.

Franchises in Indian sports leagues: Revenue, benefits and business intent

Revenue model for franchises

Franchises in Indian sports leagues operate on a multi-stream revenue model. The largest share typically comes from central revenue distribution leagues such as the IPL pool revenues from broadcast rights and title sponsorships, then distribute a portion to participating teams. For example, IPL's 2023–2027 media rights were sold for over INR 48,000 crore, of which roughly half flows back to the franchises, ensuring a strong financial base.

Alongside central distribution, franchises generate substantial income from team-level sponsorships. Jersey partnerships, kit branding, sleeve logos, and training apparel sponsorships are lucrative assets, with each IPL franchise signing 20–25 partners annually across industries like fintech, FMCG, and edtech.

Primary revenue streams

- **Central revenue share**: BCCI/league shares central revenues (broadcast rights + title sponsorship) with franchises. Example: In IPL, ~50 percent of central media revenue is shared with teams.
- **Sponsorships**: Franchise-specific sponsorship deals (jersey front, sleeve, digital activations, training kit, etc.).
- **Matchday revenue**: Ticket sales, hospitality, in-stadia advertising, merchandise.
- **Merchandising**: Licensed apparel, memorabilia, and digital collectibles (NFTs, fan tokens).
- **Player trading/transfer tees**: In football/kabaddi, franchise can benefit from talent development and transfer markets.

Emerging revenue streams

- **Digital engagement**: Monetisation via OTT, fantasy sports tie-ups, social media collaborations.
- **Franchise academies**: Youth development programs generating fees + sponsorship.

Business intent of franchises

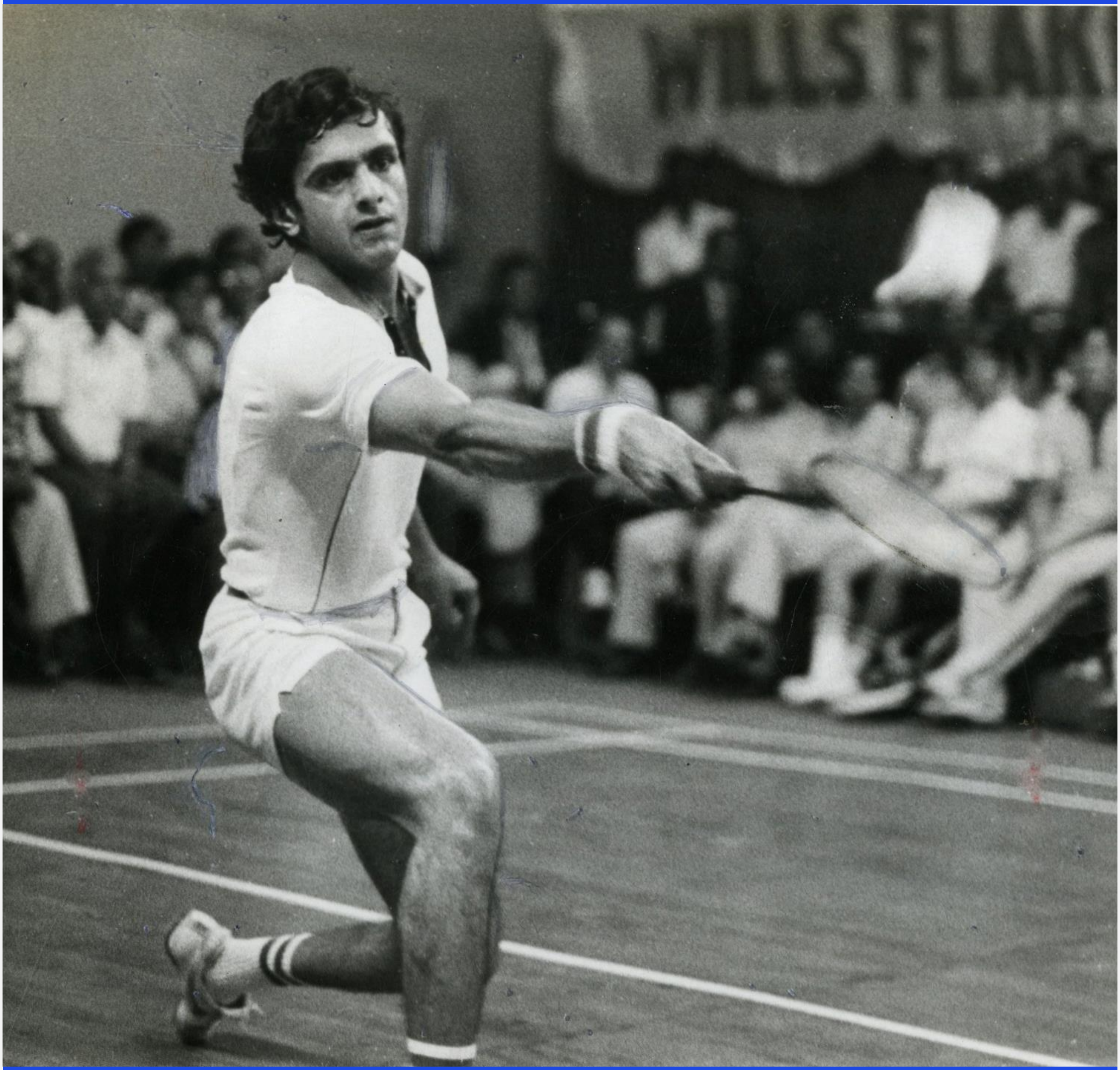
- Franchises are not just sporting outfits they are strategic business assets. For big conglomerates franchises serve as a brand extension platform, amplifying corporate visibility to millions of engaged fans in a way that traditional advertising cannot replicate.
- Sports ownership also offers customer engagement on a deep, emotional level. Fans associate loyalty with teams, creating long-term bonds with the brands behind them. For many corporates, this delivers higher returns on marketing spends, as consumers remember brands tied to their favourite teams. The business intent of franchise includes
- Brand extension: Leagues allow conglomerates to extend brand visibility to millions of viewers (e.g., Reliance via Mumbai Indians).
- Customer engagement: Sports fandom provides deeper emotional connect than conventional advertising.
- Portfolio diversification: Franchise ownership hedges into entertainment, retail, and digital ecosystems.
- Regional market penetration: Teams provide entry into regional markets
- Long-term asset creation: Valuations of franchises grow sharply with league success (IPL franchises valued between USD 850 million to USD 1.3 billion each in 2024).

Franchises in business sense are not just "teams" they are sports + entertainment businesses. Their revenue model combines central revenues, sponsorships, matchday earnings, and merchandise, while their business intent is brand extension, asset growth, and fan engagement. With India's league ecosystem maturing, franchises are evolving into high-value, diversified sports enterprises.

Future roadmap

Leagues have become the commercial engine of Indian sport, from the IPL's global dominance to the rise of kabaddi, football, volleyball, and women's cricket. Yet the ecosystem is still heavily cricket-dependent and requires structural balance.

- Diversify into multi-sport leagues with sustainable franchise models, as expanding kabaddi, kho-kho, volleyball, and women's leagues will spread revenue streams and reduce overreliance on cricket.
- Standardise franchise contracts with clarity on revenue sharing, since consistent league models will attract long-term investors and professionalise ownership structures.
- Incentivise corporates to adopt non-cricket leagues via tax/CSR credits, giving them a fiscal nudge to support emerging sports.



Media and Sponsorship

Introduction

The rise of sports viewership in India cannot be understood in isolation; it is deeply tied to the growth of the country's media ecosystem. Over the last three decades, India's media industry has expanded from a handful of television channels to a vast universe spanning TV, digital streaming, and social media. For sports industry professionals, this growth matters because **media acts as the bridge between sports and its audiences**. While the growth of media is not the same as the growth of sports, it provides the critical infrastructure through which sports reach, engage, and monetise their audiences.

The total media and sponsorship market is estimated at USD 1.95 Billion across all sports. The major sports include Cricket, Kabaddi, Football, Hockey and Badminton from media and sponsorship.

Estimated size of media, sponsorship is estimated at

USD 1.95 billion (INR 16570 Cr)

Source: KPMG India analysis 2025

Media as a driver of sports engagement

Television: Offers the widest reach (over 800 million viewers), delivering mass visibility and collective experiences. Sports leagues like the IPL still draw record-breaking audiences on TV, making it the default platform for large-scale advertising.

Digital/OTT platforms: Provide flexibility, regional language options, and interactive features. Engagement is deeper, as viewers can choose how and when to watch. OTT platforms also allow granular data insights, which are highly valued by advertisers.

Social media: Enables real-time conversations, short-form content, and fan communities. Engagement here is more participatory, as fans become co-creators of sports culture.

Print and radio (niche but influential): Still play a role in regional reach and local sports awareness, though their share is shrinking compared to digital-first platforms.

Impact on sports revenues:

- Different media types offer different levels of audience engagement, TV for scale, digital for personalization, social for community
- Advertisers and brands evaluate these engagement levels before deciding sponsorship spends
- Ultimately, media consumption translates into sports revenues, as broadcasting rights, sponsorship deals, and fan monetisation are all dependent on the size and intensity of audience engagement.

Understanding media and its reach

India's sports audience is distributed across multiple media platforms, each with its own scale, characteristics, and depth of engagement. For sports industry professionals, understanding the unique reach and influence of each medium is critical, because audience engagement levels vary depending on the platform. These differences shape how fans experience sports and how brands measure returns on sponsorship and advertising investments.

Detailed subsections

- **Television (~800 million individuals):**
  - With 170-180 million households and an average of 4.4x-4.7x viewers per home, television remains the single largest medium in India
  - It provides unmatched scale, especially in rural and semi-urban markets where internet penetration is lower
  - Sports broadcasts such as cricket leagues and major tournaments continue to dominate prime-time viewership, making TV indispensable for brands seeking mass reach.
- **Internet users (~985 million):**
  - India is the world's second-largest online market
  - This segment is largely mobile-first, with affordable smartphones and data driving usage
  - For sports, the internet creates opportunities for interactive engagement through streaming, fantasy gaming, real-time stats, and direct-to-fan content.
- **Social media users (~510 million active users):**
  - A powerful ecosystem for fan interaction, community building, and short-form content consumption
  - Significant platform overlap exists (e.g., users may be active on both YouTube and Instagram)
  - For sports, social media amplifies reach beyond live matches by sustaining conversations through memes, highlights, and influencer-led fan culture.
- **OTT video audience (~600 million viewers):**
  - Includes approximately 50 million paying subscribtion
  - OTT platforms blend live streaming with on-demand highlights, offering regional language feeds, multi-camera options, and interactive features
  - Sports content is a key subscription driver, as seen with events like the IPL and World Cups. For advertisers, OTT allows precise targeting and measurable ROI.
- **Mobile connections (~1.17 Billion):**
  - While the number of SIM cards exceeds the population, unique individual users are fewer due to multi-SIM usage
  - Smartphones are the dominant device for sports consumption, enabling fans to watch live content anywhere, anytime
  - This mobile-first trend has redefined fan engagement, pushing leagues and broadcasters to optimize experiences for small screens.

Total Media Consumers (~1.1–1.2 billion)

15–45

65% male
35% female

50% Tier 1 & Tier 2

50% Tier 3+ & rural

↓

Sports Viewers (~650 million)

18–40

70% male
30% female

60% Tier 1 & Tier 2

40% Tier 3+ & rural

↓

Highly Engaged / Paying Fans (~50–100 million)

18–35

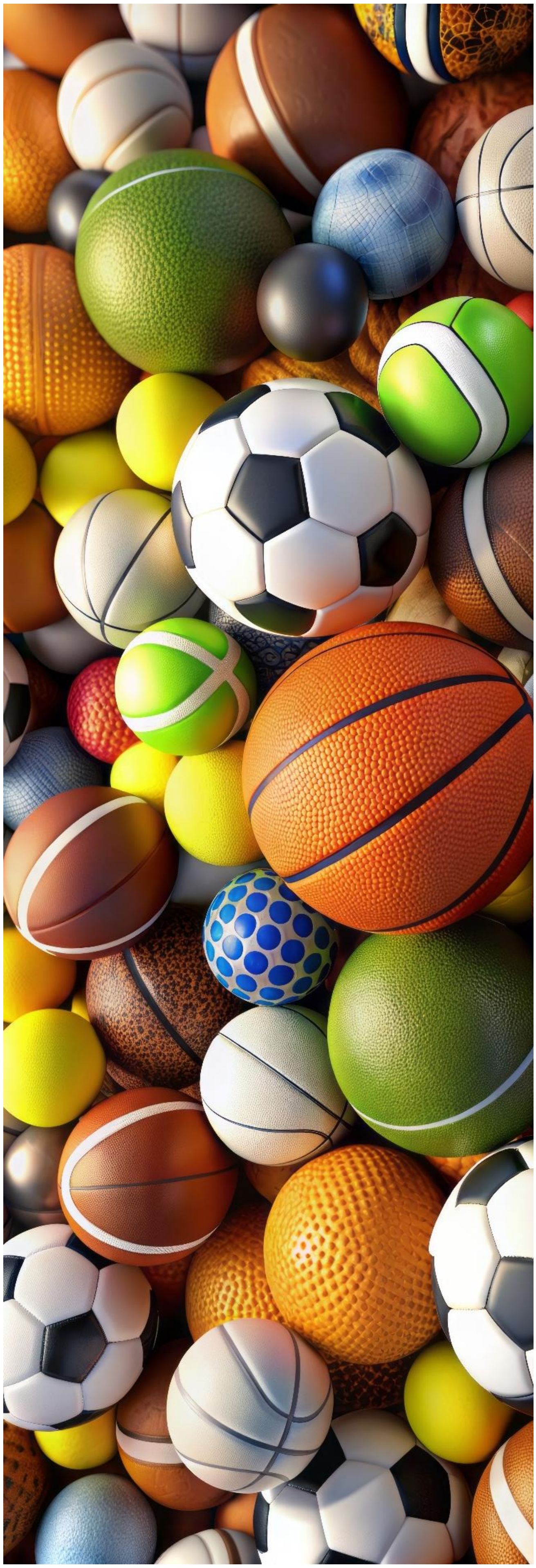
80% male
20% female

Audience base in Million (approximate)	
Sports	**Audience**
Cricket	610
Football	300
Kabaddi	280
WWE/Wrestling	160
Hockey	150
Badminton	145
Athletics	125
Volleyball	100
Boxing	95
Racing	90

Source: KPMG India analysis 2025

Increase of sports popularity in sports (2018-2025)	
Cricket	38 per cent
Football	25 per cent
Badminton	13 per cent
Kabaddi	13 per cent
Hockey	11 per cent

Source: KPMG India analysis 2025



Media spends in Indian sports

Over the past two years, media spends in Indian sports have demonstrated both resilience and transformation, even amid fluctuating sporting calendars and evolving viewer behavior. In 2023, total sports-related advertising expenditure (AdEx) stood at INR 7,494 crore, rising to INR 7,989 crore in 2024 a +7percent year-over-year increase. While television continues to hold the largest share, its growth has plateaued, whereas digital media has emerged as the engine of expansion, growing nearly 25percent in a single year.

This shift underscores a broader trend: India's sports narrative is no longer confined to stadiums or broadcast channels it is now streaming live to mobile devices and smart TVs. With cricket still dominating the landscape, emerging sports are steadily gaining traction in the digital ad ecosystem. As platforms diversify and audiences' fragment, brands are channeling their budgets into targeted, engaged content making media spend in sports both a measure of scale and a reflection of changing consumer habits.

Highlights of media spends in Indian sports (2023–2024)

1. **Total AdEx growth**: Sports media spends rose from INR 7,494 crore (2023) to INR 7,989 crore (2024), reflecting a 7percent increase.
2. **Television vs Digital split (2024):**
   - TV AdEx: INR 4,396 crore
   - Digital AdEx: INR 3,588 crore
   - Print: INR 4.6 crore
3. **Digital acceleration**: Digital sports AdEx surged 25 percent YoY, far outpacing TV, which remained flat.
4. **Cricket dominance**: Cricket remains the heart of sports media spend INR 7,509 crore out of the total, with emerging sports at INR 479 crore.
5. **Emerging sports growth**: Ad spends on non-cricket sports rose by 14 percent , from INR 420 crore (2023) to INR 479 crore (2024).
6. **Cricket's advertising resilience:** Despite playing fewer matches in 2024, cricket retained its sponsorship strength.
7. **IoT and personalisation:** Digital platforms are now driving ROI with targeted, data-driven campaigns shifting focus from broad reach to engagement.
8. **Print and traditional media still present:** Though small in value (~INR 4.6 crore), print continues to be a presence in sports media
9. **Broader ad market context:** Digital is outpacing traditional channels in overall Indian AdEx reflecting larger shifts in media consumption.

Top highlights of sports viewership in India (2020–2025)

01 IPL's digital explosion: JioCinema reached 449 million viewers in 2023 (peak concurrency 60 million for T20 world cup). In 2024 it climbed to ~620 million viewers new streaming benchmarks. IPL 2025: BARC-based reports show ~840 billion minutes watched; the final became the most-watched T20 match ever.

02 PKL (India's #2 league by TV reach): Season 10 hit 226 million viewers in the first 90 matches; PKL has crossed 200 million+ multiple seasons.

03 ISL: Recent estimates show ~157 million unique viewers (2024–25).

04 ICC events: ODI WC 2023 TV reach 518 million in India; digital peaks 59 million (ODI 2023 final) and 53 nmillion (T20 2024 final).

05 Olympics (India): Tokyo 2020 opening week 69 million; Paris 2024 drew 170 million+ viewers and 1500+ crore minutes across JioCinema and Sports18.

06 WPL growth: 2023 launch hit 50.8 million (week-1) / 67.8 million (first 14 matches) TV reach; 2024 hit ~103 million TV reach in the first ~15 games.

07 Regional pull: Football (305 million audience) and kabaddi (280 million) show strong state skews (Kerala, West Bengal, NE), diversifying beyond cricket.

08 Digital overtakes TV: Digital became one of the India's largest M&E segment in 2024 (+17percent YoY).

09 Audience base: India's sports audience = 678 million (Ormax 2024).

Future roadmap

Media spends in Indian sports crossed INR 7,989 crore in 2024, with digital platforms showing 25percent YoY growth. Cricket dominates, but OTT and regional sports content are changing the monetisation landscape.

- Create unified metrics that capture TV + OTT + social reach, as standardising audience measurement across platforms will help brands plan with confidence.
- Enable dynamic, data-led ad formats for brands, since AI-driven personalised advertising can increase ROI and deepen fan engagement.
- Policy push for regional broadcast to widen fan monetisation, because vernacular coverage will unlock rural and semi-urban viewership.

Sports goods manufacturing

A legacy industry with global reach

Sports goods manufacturing in India is a heritage sector, with origins tracing back over a century in Meerut (Uttar Pradesh) and Jalandhar (Punjab). What began as small family-owned units has now evolved into an industry producing for both domestic markets and exports to over 200 countries. From cricket bats and balls to footballs, fitness gear, and sportswear, Indian products are integral to the global sports economy. India is presently engaged in the production of over 300 sports-related items The top states in India contributing to the manufacturing of sports goods are Uttar Pradesh, Punjab, Maharashtra, Delhi, Tamil Nadu, Jammu and West Bengal. Jalandhar City in Punjab and Meerut City in Uttar Pradesh emerge as the key players, representing approximately 75-80 per cent of the total output in the nation.

Key products manufactured in India:

a) Sports equipment and goods

- Cricket gear: Bats (including world-famous Kashmir Willow), balls, pads, gloves, helmets.
- Inflatable balls: Footballs, volleyballs, basketballs, handballs (Jalandhar cluster supplies FIFA-standard balls).
- Rackets and shuttlecocks: Badminton, tennis, squash.
- Protective gear: Helmets, guards, pads, safety equipment.
- Athletics gear: Javelins, discus, shot put, hurdles, gym mats.
- Fitness and gym equipment: Dumbbells, benches, treadmills, resistance gear.
- Combat sports equipment: Boxing gloves, punching bags, wrestling mats, martial arts kits.

b) Apparel and footwear

- Sports apparel: Jerseys, shorts, tracksuits, swimwear, yoga wear.
- Athleisure wear: Crossover apparel used for lifestyle and training.
- Sports shoes: Running, cricket spikes, football boots (clusters in Tamil Nadu, Agra).
- Accessories: Caps, socks, bags, wristbands.

c) Niche and specialised equipment

- Water sports gear: Canoes, kayaks, life jackets (emerging niche).
- Adventure gear: Climbing ropes, trekking equipment.
- Smart gear and wearables: Performance trackers, smart clothing (startups).

Market size and growth: Sports goods manufacturing in India

1. Current market snapshot (FY24–25)

- Industry Size: USD 6.7 billion (~INR 57,000 crore). Expected to cross 10 billion USD by 2030
- Domestic Market: Demand, led by fitness culture, e-commerce, and franchise leagues. International players also investing in the market
- Export Estimated to be around INR 3,570 crore (~USD 420M) in FY23 exports to 200+ countries.

2. Growth projections

- CAGR: 10-12 percent expected growth through 2030
- Future Value: USD 10 billion (~INR 85,000 crore) by 2030
- Policy shift: Sports goods manufacturing moved under MYAS (2024)
- Make in India incentives for MSMEs and exporters
- Boom in athleisure and lifestyle sportswear
- Grassroots participation via Khelo India, state sports fests
- Adoption of technology and sustainable materials.

Manufacturing is estimated at

USD 6.7 billion (INR 57,000 Cr)

and is expected to grow at 10 percent.

Source: KPMG India analysis 2025

3. Global standing

- Largest producer of cricket goods globally
- Among top 3 producers of footballs, supplying FIFA-approved balls
- Increasing share in sportswear and footwear exports via global sourcing.

4. Regional cluster contribution

- Jalandhar (Punjab): ~60 percent of exports (footballs, protective gear).
- Meerut (Uttar Pradesh): ~30 percent domestic share (cricket gear, fitness).
- Kashmir: Produces ~70 percent of global professional cricket bats.
- Tamil Nadu: Global hub for sports footwear and apparel.

5. Presence of big international manufacturers

- India has become a sourcing and production base for major international brands.

India's sporting goods export trend (USD Million)	
2017-18	305.8
2018-19	417.4
2019-20	404.2
2020-21	402.4
2021-22	520.7
2022-23	441.4
2023-24	523.2
Source - Department of commerce	
Note: 2024-25 data from April-January	

In the fiscal year 2024-25, India's export of sporting goods amounted to a total of INR 4,440 Crore (USD 523.24 Million), showing a slight increase of 4 percent compared to the previous year's exports valued at INR4,348 Crore (USD 521 Million). Over the period from 2017-18, there has been a steady growth in the export of sporting goods from India, with a Compound Annual Growth Rate of 11 percent. The primary items exported include gymnastic and athletic requisites, cricket and football equipment, nets, exercise equipment, boxing gear, toys, protective gear, sports apparel, carrom boards and hammocks.

India has emerged as a primary global sourcing hub for inflatable balls and sports goods, catering to renowned brands such as Mitre, Lotto, Umbro and Wilson. In the period of 2022-23, exports of gymnasium / athletic requisites and cricket equipment constituted 4 per cent each, with football gear and water surfing boards contributing 2 percent and 1 percent respectively. Over the past decade (2010-2020), India has significantly enhanced its export competitiveness in items and gear related to table tennis, tennis, badminton and other racket sports, experiencing a remarkable thirty-fold surge in exports. Notably, in 2019, India's market share in the global tennis products market rose to 1.2 percent.

Export destinations

India, one of the largest manufacturers in Asia, has emerged as a significant player in the global athletic goods market, bolstering its soft power prowess. The country exports a diverse array of sporting items to more than 200 countries worldwide, including major economies such as the US, China, the UK and Australia.

These products encompass a wide range of goods, from inflatable balls and general exercise equipment to cricket gear, apparel and more. In the fiscal year 2022-23, Indian sports goods exports to the US amounted to INR 1,606 crore (USD 192.4 million), a slight decrease from the previous year's figure of INR 1,659.0 crore (USD 198.8 million). On the other hand, exports to the Netherlands, South Africa and Denmark experienced notable growth, with respective increases of 32 percent, 23 percent and 16 percent, resulting in export values of INR 178.6 crore (USD 21.4 Million), INR 75.9 Crore (USD 9.1 million) and INR 89.3 Crore (USD 10.7 million) in 2022-23. Notably, from April 2023 to January 2024, exports to the US reached INR 1,378.6 crore (USD 165.2 Million), while the UK received INR 480.7 Crore (USD 57.6 Million) worth of Indian sporting

Country-wise share of India's sporting goods export 2022-23	
USA	37 per cent
UK	12 per cent
Germany	6 per cent
Australia	7 per cent
Netherlands	5 per cent
France	2 per cent
Mexico	2 per cent
Others	29 per cent
Source - Department of commerce (2024-25)	

According to an analysis by India Exim Bank, the United Kingdom stands out as the primary importer of Indian exports of various types of balls, excluding golf balls and table tennis balls, followed by Australia and the UAE in the same order. The USA emerges as the leading importer of festive articles, with a substantial portion of the overall export share. The UAE holds a prominent position as a key importer of equipment and articles for sports such as table tennis, tennis, badminton and related rackets, commanding a substantial portion of total exports. Spain and Sri Lanka are among the countries that show significant demand for India's exports of Water Sports Equipment. Indian exporters actively target emerging markets such as Brazil, Mexico, South Africa, Chile, Colombia, Argentina, Nigeria, Peru and Ecuador, which exhibit notable demand for sports equipment and supplies.

Overview of the sports apparel market in India

What comprises the sports apparel market?

The sports apparel market in India is a blend of performance-driven products and lifestyle-inspired fashion, reflecting both the growing sports culture and the rise of fitness as a mainstream consumer trend. At its core, it includes:

1. Performance sportswear: Jerseys, tracksuits, training kits, cricket whites, badminton gear, football kits engineered with breathable fabrics and designed to enhance athletic performance.
2. Athleisure and fitness wear: Everyday clothing that doubles as gym or yoga gear joggers, hoodies, sports bras, tights, yoga pants making up the fastest-growing segment as Indians adopt sport-inspired fashion for daily use.
3. Fan merchandise: Licensed league and club wear (IPL, ISL, PKL, WPL, national teams) tapping into fandom and emotional engagement, often blurring the line between sport and lifestyle apparel.
4. Specialised apparel: Compression gear, swimwear, thermal jackets, trekking gear, and sports-specific innovations that address niche but fast-expanding demand pockets.

Business highlights of the sector

1. Scale and growth: Expected to grow by 15 percent CAGR till 2030.
2. Organised vs. Unorganised: Organised players now hold ~40 percent market share, as consumers shift from unbranded to branded due to quality, trust, and aspirational pull.
3. Athleisure dominance: Athleisure contributes 60–65 percent of sales, proving that the real engine of growth is “everyday activewear,” not just sports kits.
4. E-commerce scale: Digital channels now contribute 30–35percent of sales, with Tier-II and Tier-III cities driving incremental growth.
5. Fandom as commerce: Licensed merchandise sales are growing at 20 percent + CAGR, fuelled by IPL, ISL, PKL, and rising women’s cricket.

Trends in the sector

1. Athleisure = Lifestyle: Indians increasingly wear athleisure for work, travel, and leisure not just sport
2. Women's activewear boom: Women's segment is growing faster than men's, powered by yoga, gyms, running, and rising social acceptance of sportswear as lifestyle wear
3. Regional expansion: Tier-II and Tier-III markets are driving volume growth, with brands adapting price points and distribution for affordability
4. Technology and fabrics: High-performance textiles (moisture-wicking, anti-odour, lightweight compression) and eco-friendly fabrics are gaining traction.
5. Sustainability push: Recycling, second-life apparel, and circular economy initiatives are increasingly shaping product portfolios.
6. Collaboration and influence: Celebrity and influencer-driven brands are reshaping demand, using fan engagement and digital storytelling to drive adoption.
7. Integration with fitness ecosystem: Brands are tying up with gyms, marathons, yoga festivals, and digital fitness apps to embed apparel in everyday routines.

Niche and specialised equipment in India

Beyond mainstream sports goods, India is witnessing rising demand for niche and specialised equipment. Growth is being fuelled by adventure tourism, water sports adoption, and a tech-savvy fitness community. These segments are still small in market size compared to cricket or badminton gear, but they represent high-margin, fast-scaling opportunities for domestic manufacturers and startups.

Case study

Skechers, knowns as a lifestyle and performance brand made its entry into cricket footwear market in 2024. The collection includes Skechers cricket elite with 11 metal spikes and Skechers cricket blade with seven metal spikes designed to improve performance, comfort, and agility on the field. The cricket-loving nation of India serves as the ideal launchpad for this innovative collection of high-performance cricket shoes tailored to the unique demands of the sport." - David Weinberg, chief operating officer of Skechers. In 2025, Skechers partnered with IPL team Mumbai Indians as their official kit sponsor.

1. **Water sports gear**
   Canoes, kayaks, paddle boards, surfboards, and safety gear such as life jackets are seeing early adoption in coastal states and tourist destinations. India's adventure hubs (Goa, Kerala, Andamans, Uttarakhand) are driving consumer demand.
   - Growing institutional demand from clubs, resorts, and tour operators.
   - Opportunity for import substitution via domestic production.

2. **Adventure and outdoor gear**
   Climbing ropes, harnesses, helmets, trekking poles, tents, and backpacks are increasingly used in professional expeditions and urban fitness (e.g., indoor climbing gyms).
   - Growth linked to mountain tourism and rising interest in fitness-led outdoor lifestyles.
   - Indian players can localise production to bring down costs.

3. **Smart Gear and wearables**
   Performance trackers, GPS watches, recovery sleeves, smart clothing, and AI-driven fitness monitors are led by startups and global brands.
   - Market potential ties into the global wellness tech industry.
   - Niche equipment market in India estimated at INR 1,500–2,000 crore, growing 15–18percent CAGR (adventure tourism and fitness as key drivers).
   - Imports dominate 60–70percent of water/adventure gear   a clear Make in India opportunity.
   - Wearables and smart fitness devices already at INR 6,000+ crore domestic market, projected to double by 2028.
   - Rising partnerships with resorts, gyms, and corporates driving B2B demand.

Government supply chain initiatives: Enabling the future of the sports industry

A robust and efficient supply chain is the backbone of India’s sports industry. From raw material procurement to manufacturing, distribution, and exports, government-led initiatives are increasingly shaping the ecosystem. These measures aim to reduce bottlenecks, cut costs, boost exports, and create a globally competitive environment.

Key government initiatives

- **PLI scheme (Production Linked Incentives):** Incentivizes domestic manufacturing of sports goods, textiles, and equipment, improving scale and reducing import dependency.
- **Free Trade Agreements (FTAs):** Recent pacts with UAE, Australia, and negotiations with EU are opening export markets for Indian sports goods and apparel.
- **National Logistics Policy (2022):** Targets reducing logistics costs from ~14percent of markets. GDP to <8 percent , benefiting sports goods exporters in hubs like Jalandhar and Meerut.
- **PM Gati Shakti Master Plan:** Integrates road, rail, port, and air infrastructure, ensuring faster movement of raw materials and finished goods across regions.
- **Digital Supply Chain and E-Marketplaces:** ONDC (Open Network for Digital Commerce) and government-backed e-marketplaces are enabling SMEs and sports start-ups to access wider

Future roadmap

India's sports goods sector, with hubs like Jalandhar and Meerut, has strong potential in exports and domestic consumption. However, it remains fragmented and dependent on small-scale units.

- Extend PLI schemes to sports goods and apparel, which will modernise the industry and drive India's global competitiveness
- Offer R&D incentives to MSMEs for innovation, enabling material breakthroughs that elevate India from low-cost to high-tech manufacturing
- Build export clusters to compete with China/Vietnam, consolidating production zones to reduce costs and boost trade.

Sports infrastructure

Rising sector amongst India's sports industry

The sports infrastructure landscape in India is no longer confined to government-owned stadiums or national training centres. It has evolved into a multi-stakeholder ecosystem, where central and state governments, municipal authorities, schools, colleges, corporates, private investors, and even residential societies are active contributors. While the central government continues to lead through flagship initiatives like Khelo India, SAI Centres of Excellence, and large-scale investments in Olympic sports facilities, several states most notably Odisha, Gujarat, and Haryana have carved out leadership roles by building world-class stadiums and high-performance centres. At the same time, municipal bodies and educational institutions provide the largest footprint of basic sporting infra across the country, though much of it remains underutilised outside official use. Parallelly, the private sector and residential developers have entered the space aggressively, building pay-and-play turfs, gyms, arenas, and community courts that directly cater to India's rising middle-class fitness aspirations.

This fragmented yet expanding landscape reflects both the opportunity and the challenge of Indian sports infra. On the one hand, India now boasts thousands of facilities spanning from mega-stadiums to school grounds and residential complexes, creating a network that supports both elite athletes and everyday fitness enthusiasts. On the other hand, issues of quality, accessibility, and utilisation continue to constrain impact many state and municipal facilities remain underused, while grassroots access is limited in semi-urban and rural regions. The new frontier lies in digitisation and shared-use models: platforms that allow schools, societies, and private operators to rent out infra on-demand, boosting usage and revenue. As India diversifies into new-age sports like futsal, pickleball, and climbing, infra is also adapting, moving from single-sport stadiums to multi-sport, multi-use formats. The result is a landscape that is simultaneously growing, diversifying, and professionalising a reflection of India's transition from a facility-deficient nation to one actively building and monetising its sports infrastructure base.

Key stakeholders building infrastructure

- **Central government**: National Centres of Excellence, Khelo India facilities, SAI stadiums.
- **State Governments**: State-owned stadiums, regional academies (Odisha, Tamilnadu, Gujarat, Haryana leading examples).
- **Municipal authorities:** Community grounds, multipurpose halls, public swimming pools.
- **Private corporates**: Franchise-owned stadiums, academies, commercial complexes.
- **Schools and colleges**: Dedicated facilities for cricket, football, athletics, basketball, badminton.
- **Residential societies**: In-house courts and gyms driving community fitness.
- **Commercial spaces**: Pay-and-play turfs, indoor arenas, and fitness centres.

Market size of India's sports infrastructure

India's sports infrastructure has undergone a significant transformation over the past decade, moving from a state-dominated model to a more diverse, multi-stakeholder ecosystem. Today, central and state governments remain the largest investors, but the private sector, schools, colleges, residential societies, and pay-and-play operators are driving growth at the grassroots and community levels.

The sports infrastructure market in India is currently valued **at INR 23,000 crore (USD 2.7 billion)** and is projected to grow at a CAGR of **12–15 percent**. Annual government allocations for sports infra have doubled in the past decade, with the central budget (2024–25) earmarking ~INR 3,500 crore and states like Odisha, Gujarat, and Haryana leading in stadium and academy investments. On the private side, the pay-and-play turf industry alone has grown to 12,000+ facilities, valued at INR 1000 crore, with an annual growth rate of nearly 20 percent . Schools and colleges account for the largest share of infra by volume (60percent +), though often underutilized outside institutional use.

Emerging trends are shaping the future of this sector. New sports like futsal, pickleball, climbing, and skating are creating demand for specialised facilities. Multi-sport arenas and mixed-use complexes are replacing single-sport stadiums, improving utilisation and returns. At the same time, digitisation is changing the economics of infra: booking platforms like Playo, Hudle, and Sporthood now handle INR 1,000+ crore in annual bookings, ensuring higher utilisation, better scheduling, and transparency for operators. With rising urbanisation, fitness consciousness, and India's push to become a global sporting hub, sports infra is poised to become a cornerstone of both the fitness economy and the larger sports industry.

Infrastructure market is estimated at USD 2.7 billion (INR 22950 Cr) on back of investments from central and state governments. Private infrastructure is growing at over 20%

Source: KPMG India analysis 2025

Business highlights (Market numbers)

- **Government investments**: ~INR 3,500 crore annually at central level; states like Odisha invested INR 1,500+ crore in the past decade.
- **Pay-and-Play turfs**: 12,000+ facilities nationwide; industry valued at INR 1000 crore; growing at ~20percent CAGR.
- **Schools and colleges**: ~60percent of infra footprint; untapped potential for community access.
- **Private and commercial spaces**: Estimated at INR 3,000+ crore, with residential societies and malls driving demand.

Sports infrastructure in India – New trends and future directions

Sports infrastructure in India is evolving beyond mega-stadiums into a multi-layered, tech-enabled ecosystem that supports both professional athletes and community fitness. The new wave of infra reflects urban lifestyle changes, inclusivity, and sustainability, while digitisation ensures that every facility whether a school ground, society court, or pay-and-play turf can be optimally utilised and monetised. Sports infra is no longer about mega-stadiums alone it's an ecosystem spanning schools to societies, reshaped by urban fitness trends and new-age sports.

New trends in sports infrastructure

- **Rise of niche infra**: Growth of pickleball courts, skating rinks, climbing walls, and futsal turfs, reflecting demand for new-age sports
- **Multi-Sport facilities**: Shift towards mixed-use stadiums and indoor arenas, designed for higher utilisation and year-round activity
- **Women's and Para sports infra**: Dedicated, inclusive facilities for gender equity and accessibility, aligned with India's rising women's and para-sport achievements
- **Green and smart infra**: Focus on sustainability with solar-powered stadiums, rainwater harvesting, and energy-efficient complexes
- **Tech-enabled stadiums** are transforming fan experience and engagement through digital ticketing, AR/VR, smart seating, and interactive apps. By boosting utilisation and unlocking new revenue streams, they turn venues into year-round business hubs, not just match-day arenas
- **Hospitality i**ntegrated into bigger stadiums
- With maintenance being a significant portion, Infra is developed keeping this in mind.

Digitisation and the future of infra

- **Pay-and-Play platforms:** Companies like Playo, Sporthood, Hudle, Turfly enable on-demand booking of turfs, courts, and gyms
- **Smart scheduling**: AI-driven systems maximise utilisation of previously idle infra
- **Data monetisation:** Platforms track participation trends for targeted sponsorships and local marketing
- **Community building**: Apps connect players, form groups, and organise matches, enhancing stickiness
- **Athlete pathways**: Mapping school and college infra digitally to feed talent scouting networks.

Business impact

- There is potential to add 50–70percent higher utilisation to existing infra (stadiums, school grounds, society courts).

Stadium cost per seat is estimated to be between 120,000 to 150,000 INR.

Source: KPMG India analysis 2025

Role of the private sector

Private sector involvement in sports infrastructure development and training is through three modes- Public Private Partnerships (PPPs), for-profit academies and strategic initiatives, and CSR and non-profit participation.

Public Private Partnerships

Public-Private Partnerships (PPPs) play a pivotal role in developing sports infrastructure and training in India. PPPs are crucial because they allow the government to leverage private sector expertise, efficiency and innovation. Private entities also bring management skills, financial resources, and industry best practices to the table. Their involvement ensures effective utilization of resources.

Successful models can include leasebacks, where private developers construct stadia and lease back (entirely or partially) the right to use them to public agencies on pre-negotiated terms. Leasebacks ensure efficient utilization of existing infrastructure while allowing private partners to recover their investment through long-term leases. Further, some states have explored innovative financing mechanisms. For instance, Andhra Pradesh introduced the concept of Sports Cities where private developers build integrated sports complexes and recover costs through commercial development within the same premises. These models blend sports infrastructure with commercial and residential spaces, creating self-sustaining ecosystems.

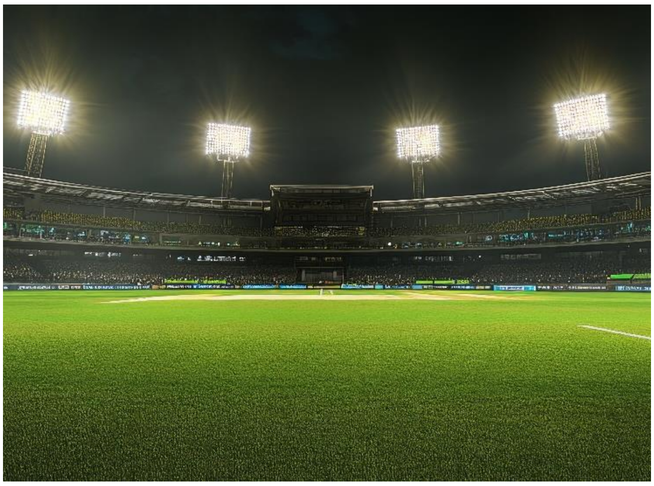
Some successful PPP initiatives related to sports infrastructure are:

- Naya Raipur Sports City: The Naya Raipur Development Authority is constructing a sports city in Naya Raipur. This ambitious project includes facilities such as lawn tennis, aquatics, and an indoor stadium.
- Kalinga Stadium, Odisha: The Kalinga Stadium in Bhubaneswar, which hosted the 2018 Men's Hockey World Cup, is a prime example of successful PPP collaboration.
- DY Patil Stadium, Navi Mumbai: The DY Patil Stadium in Navi Mumbai is a prime example of successful PPP collaboration. It was built through a partnership between the DY Patil Group and the Government of Maharashtra. This multi-purpose stadium has hosted international cricket matches, Indian Premier League (IPL) games, and other sporting events.
- Sree Kanteerava Stadium, Bengaluru: The Sree Kanteerava Stadium in Bengaluru has been a hub for various sports, including football, athletics, and basketball. The Karnataka government has actively promoted PPP models to upgrade and maintain this stadium. Private entities have been involved in its management, maintenance, and revenue generation.

While imperative for sports development, PPPs come with their own set of challenges that must be addressed. One of these is balancing commercial interests and public good. In the sports sector, it is imperative to strike the right balance between revenue generation and public access is essential. Facilities should serve both elite athletes and the broader community and ensuring equitable access to sports facilities is critical, but ensuring affordability for all while maintaining financial viability is challenging.

Further, allocating risks between public and private partners requires careful negotiation. Risks related to construction delays, cost overruns, and revenue shortfalls must be addressed. Effective risk-sharing mechanisms are crucial for successful PPPs. PPPs involve public funds as well, which necessitates transparency, clear auditing, reporting mechanisms and governance.

Long-term sustainability and maintenance infrastructure over decades is challenging. Private partners may focus on short-term gains, neglecting long-term maintenance. To ensure sustainability of such endeavors, robust contractual frameworks and performance-based incentives are necessary.



Future roadmap

India's infra is diverse, from mega stadiums to residential turfs. Underutilisation remains a big challenge, but digitisation is opening new opportunities.

- Promote PPP-led multi-sport complexes with community access, ensuring facilities remain viable while promoting inclusivity.
- Incentivise green and smart infra-adoption, so stadiums and complexes are sustainable and cost-efficient.
- Digitise infra via booking apps for higher utilisation, unlocking new revenues by connecting facilities directly with users.

Funding and investment

Private Equity (PE) / Venture Capitalist (VC) role in Indian sports

Success of IPL has resulted in rise in interest of PE firms in sports in India, evident from transactions such as Adani Sportsline's acquisition of Gujrat Giants, RPSG Group's acquisition of Lucknow Super Giants or the investment made by Tiger Global Management in Rajasthan Royals and highlights the potential that investors see in Indian sports industry.

An increasing interest is seen in many investors in the Indian sports ecosystem:

Lumikai, a venture capital (VC) firm that supports gaming and interactive media firms, in 2023 announced the launch of its second fund targeting a INR 418 Crore (USD 50 Million) corpus from global investors.

In 2024 JSW Sports, and TVS Capital and Sabre Partners, launched an INR 350 Crore (USD 41.9 million) sports tech and gaming fund, Centre Court Capital (CCC) to invest in the space.
In 2022 other funds were also announced with the launch INR 625.9 Crore (USD 75 Million) Sportstech Fund. This accompanied by existing early-stage VC funds operated by investors such as Peak XV Partners, Oister Global, Zerodha, Accel Capital, Athera Capital and many more show the industry is viewed as a segment with a lot of promise as well opportunity to drive growth in the country.

Rainmatter, the investment arm of Zerodha, is actively fueling innovation in India's sports-tech ecosystem. Most recently, it led a USD 1.5 million funding round in Machaxi, a Bangalore-based startup focused on grassroots coaching and AI-driven sports infrastructure, enabling the company to expand into key cities and standardise badminton training nationwide.

Capri Sports is strengthening its investment in women's sports in India. Capri Sports has already established a strong presence in the women's sports landscape, owning the UP Warriorz, a founding franchise of the WPL, and Warriorz FC, a Mumbai-based women's football team. Through its CSR arm Beyond the Scorecard, the foundation has supported over 11 impactful programmes that have reached 10,000+ girls and underserved youth, using sport to drive access to education, nutrition, leadership, and visibility. In August 2025, Capri Sports launched The Sports Women (TSW), a new initiative aimed at transforming how women athletes in India are viewed, supported, and celebrated in India. "Our women athletes have long delivered beyond expectations, often without the support and resources they truly deserve. The Sports Women is how our Foundation acts on that understanding building platforms, sparking new opportunities, and bringing people together to create the future women's sport deserves."- Jinisha Sharma, Director at Capri Sports.Media reports indicate that Capri Sports acquired Women's Premier League team UP Warriorz for Rs 757 crore and plans to increase its investments in women's sports

Sports startup funding

India's sports ecosystem is being reshaped by a wave of startup investments and corporate-backed franchise acquisitions. Sports-tech startups raised early-stage capital to build digital-first athletic solutions, while entrepreneurs and industrial giants turned their attention to franchises driven by league success stories, fan engagement, and asset value.

Total VC funding for 2024-2025 is estimated around

USD 180 million.

Source: KPMG India analysis 2025 , Reference Tracxn database

From April 2024 to March 2025, Indian sports-tech startups raised approximately USD 200 million across 29 funding deals.

168 Sports Academies, Few Funded Among 158 sports academy startups (e.g., Gamepoint, BBFS, SportyBeans), only 6 are funded, indicating high opportunity but limited capital flow currently.

Sports CSR in India

Corporate Social Responsibility (CSR) in sports is an important yet often underexplored dimension of India's sports ecosystem. Under the Companies Act 2013, businesses above a certain size are mandated to allocate 2 percent of their average net profits towards CSR initiatives. In 2016, the scope of permissible sports CSR activities was expanded to include "creation and maintenance of sports infrastructure, upgradation and renovation of existing sports facilities, and sports science support including setting up of gymnasiums and rehabilitation centers" to promote sports 'as a whole'.

Total outlay is around INR 590 Cr for CSR activities in Sports. While education, health, and rural development dominate CSR spending, sports has steadily found a place as a meaningful tool for nation-building, youth empowerment, and community development.

CSR for sports is estimated at

USD 69.4 million (INR 590 crore) **in 2024-2025.**

Source: KPMG India analysis 2025

Evolution of CSR in Sports under the Companies Act, 2013

2013–2014: Legal Foundation

The enactment of the Companies Act, 2013 marked a significant milestone in India's corporate social responsibility (CSR) landscape. Section 135 of the Act, effective from April 2014, mandated CSR compliance for companies meeting any of the following financial thresholds:

- Net worth of ₹500 crore or more
- Turnover of ₹1,000 crore or more
- Net profit of ₹5 crore or more

Schedule VII of the Act explicitly recognized sports as a CSR-eligible activity, with a focus on training to promote rural, nationally recognized, Olympic, and Paralympic sports. In its initial phase, corporate engagement was predominantly directed towards elite athlete training, reflecting a high-performance orientation.

2016: Expanded Scope and Strategic Shift

In 2016, revised CSR guidelines broadened the scope of permissible activities within the sports domain. These included:

- Development and maintenance of sports infrastructure
- Upgradation of existing sports facilities
- Provision of sports science support, including gymnasiums and rehabilitation centers

This expansion signaled a shift towards more comprehensive and developmental approaches in the sector, moving beyond athlete-centric initiatives to systemic support.

A strategic emphasis was placed on fostering Public-Private Partnerships (PPPs) to enhance local-level infrastructure, particularly in underserved regions. The guidelines also clarified exclusions, notably one-off sponsorships such as marathons, awards, and television advertisements, as well as activities primarily intended for business promotion.

Despite the legal framework, the average share of sports in total CSR was less than 2 percent across these years. Several organizations focus on cultivating talent at the grassroots level, especially in rural areas. They support sports academies and coaching programs to identify young talents and promote physical fitness among youth.

Collaborations between corporates, governments, and sports organizations have led to the construction and maintenance of world-class stadiums, sports complexes, and training facilities. CSR initiatives are also actively working to advance gender equality in sports and make sports accessible to individuals with disabilities. This includes campaigns to promote women's sports and support for para-athletes

Benefits of CSR in Sports

- **Enhanced Brand Reputation and Loyalty:** By demonstrating a commitment to social responsibility, sports organizations can enhance their brand reputation and build loyalty among fans, sponsors, and partners. A strong CSR program signals to stakeholders that the organization values more than just profit, which can lead to a more robust and loyal following.
- **Increased Fan Engagement and Community Support:** CSR initiatives can help sports organizations connect with their fans and the broader community, fostering a sense of shared values and purpose. When fans see their favorite teams and athletes giving back, it creates a deeper emotional connection and increases overall engagement.
- **Improved Player and Team Morale:** When athletes and teams are involved in CSR efforts, it can boost their morale and sense of purpose. Knowing that they are making a difference off the field can lead to improved performance and team cohesion on the field.
- **Positive Social and Environmental Impact:** CSR initiatives in sports can have a tangible impact on society and the environment, addressing issues such as health, education, and sustainability. For instance, programs promoting physical activity can help combat obesity, while environmental initiatives can contribute to conservation efforts.
- **Increased Sponsorship and Partnership Opportunities:** Sports organizations that prioritize CSR may attract sponsors and partners who share their values and want to associate their brand with positive social change. This alignment can lead to mutually beneficial relationships and increased funding for both the sports organization and its CSR activities.

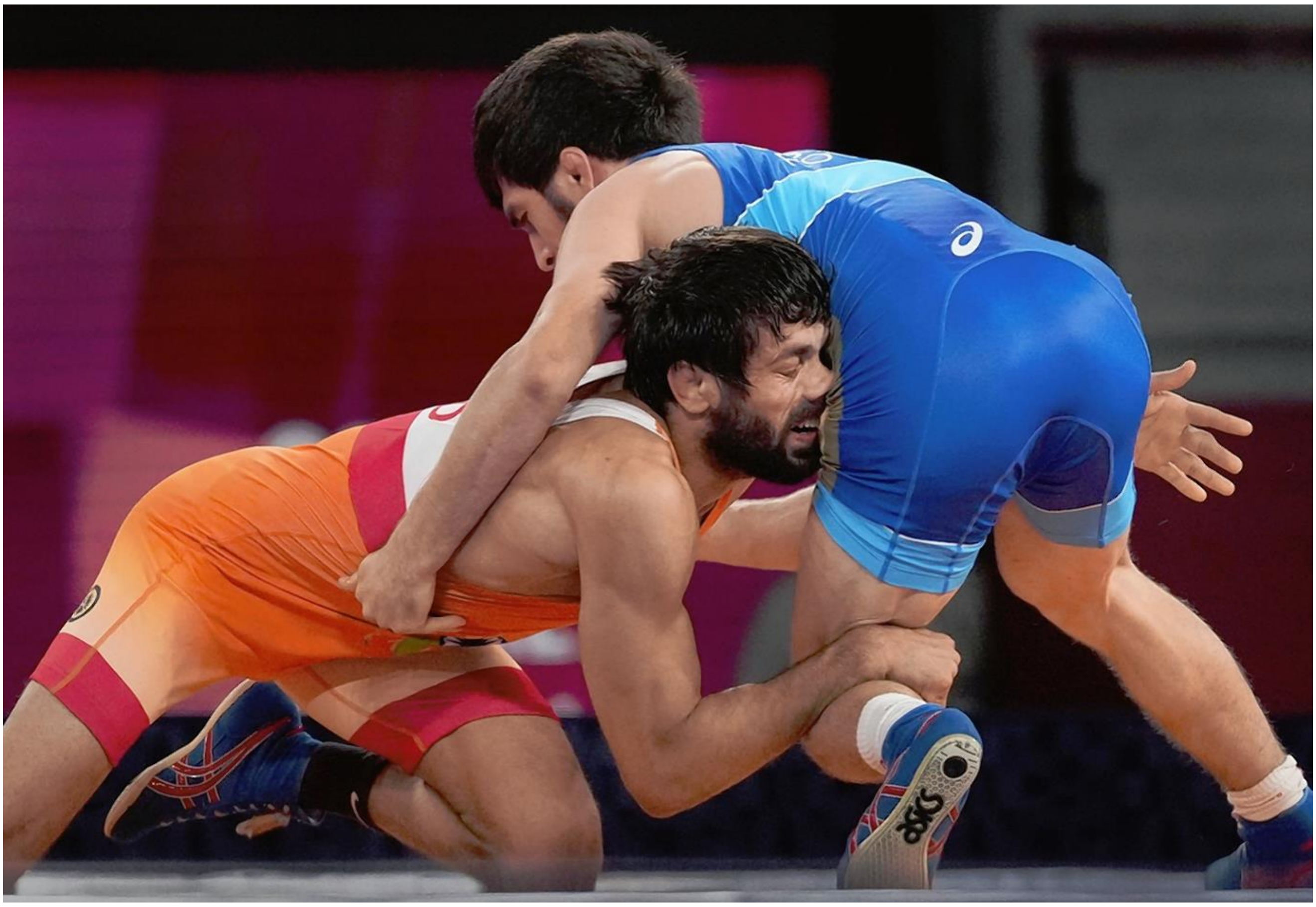
Challenges and Opportunities

- **Balancing Business Goals with Social Responsibility:** Sports organizations must balance their commercial objectives with their social responsibility goals, ensuring that CSR initiatives align with their overall mission and values. This balance can be challenging but is crucial for maintaining authenticity and long-term success.
- **Measuring the Impact of CSR Initiatives:** It can be challenging to quantify the impact of CSR efforts, but sports organizations must find ways to measure and evaluate their initiatives to ensure they are making a meaningful difference. Metrics and impact assessments can help organizations refine their strategies and demonstrate the value of their efforts.
- **Engaging Fans and the Community in CSR Efforts:** Sports organizations must engage with their fans and the broader community to promote their CSR initiatives and encourage participation and support. Effective communication and inclusive activities can enhance engagement and amplify the impact of CSR programs.
- **Collaborating with Other Organizations and Stakeholders:** Sports organizations can amplify their CSR impact by collaborating with other organizations, sponsors, and stakeholders who share their values and goals. Partnerships can provide additional resources, expertise, and reach, enhancing the effectiveness of CSR initiatives.
- **Leveraging Technology and Social Media to Amplify CSR Efforts:** Sports organizations can use technology and social media to promote their CSR initiatives, engage with fans and the community, and measure the impact of their efforts. Digital platforms offer powerful tools for storytelling, outreach, and engagement, making it easier to connect with a global audience.

By embracing CSR, the sports industry can make a positive impact on society, enhance its reputation, and inspire others to follow suit. As the sports industry continues to grow, CSR will play an increasingly important role in shaping its future. The benefits of CSR extend beyond the immediate social and environmental impacts, contributing to the long-term success and sustainability of sports organizations. By prioritizing social responsibility, the sports industry can lead by example, demonstrating that the pursuit of excellence on the field can go hand-in-hand with making a meaningful difference off the field

Case study

GoSports Foundation is a National Award winning not-for-profit championing sports excellence as a nation-building intervention. Its programmes span athlete scholarships, academy and coach development systems, sports science and nutrition, equipment and logistics, mental conditioning, and a community sports incubator. Collectively, these bridge the gap between potential and excellence, with a systems lens. Today, its footprint spans 500+ changemakers, 33 sports, 25 states/UTs, and 50,000+ interventions a year, reflecting a steady, programmatic scale-up from a small scholarship initiative to an ecosystem platform. GoSports programs have been pioneering, with a prime example being its structured support to para-athletes through its first-of-its-kind Para Champions Programme, contributing 75% of India's medals at Rio 2016 and supporting four of India's five gold medallists at Tokyo 2020. The resulting step-change is visible in India's record-breaking 29-medal haul at the Paris 2024 Paralympics (7 gold, 9 silver, 13 bronze), surpassing the 19 medals from Tokyo 2020, evidence of a deepening performance pipeline catalysed by GoSports. Institutionally, GoSports blends credible governance with technical expertise. It has as ambassadors Rahul Dravid and Pullela Gopichand and its Board is constituted by leaders with global academic and industry experience. Among its supported athletes are multiple Khel Ratna and Arjuna Awardees and numerous athletes who have been the first to represent India at the Olympics in their sport. GoSports was awarded the Rashtriya Khel Protsahan Puruskar in 2019 for its work nurturing sports talent. GoSports programs are primarily powered by its CSR partnerships. Funders are offered predictable implementation and monitoring while tying contributions to impact (primarily the development of progression pathways). The outcome-linked programs with transparent monitoring, evaluation and reporting. GoSports demonstrates how CSR in sport can compound.



Future roadmap

Sports in India is drawing startup, VC, and corporate funding, but remains fragmented and lacks patient capital.

- Establish a National Sports Investment Fund with matching governement + private capital, ensuring long-term sustainability for leagues and infra.
- Allow FDI in grassroots academies and leagues, bringing in foreign expertise and large-scale funding
- Simplify credit access for sports startups and SMEs, enabling small ventures to scale faster.

Corporates: Powering sports

Corporates with a focus on sports

Corporate involvement in sports in India goes far beyond logos on jerseys. It is about strategic investments across the entire value chain   from owning teams and leagues, to building academies, to funding grassroots talent, to sponsorships, media rights, infrastructure, and technology.

Importantly, corporate interest is no longer confined to India's borders. Indian companies are beginning to explore ownership and partnerships in overseas leagues as well, reflecting both confidence and global ambition.

The rationale for corporates is multi-layered

- **Marketing and brand equity**: Sports provides unparalleled reach, especially cricket, which connects with audiences across income groups and geographies.
- **Long-term stake holding**: Franchise ownership (e.g., IPL, ISL, Pro Kabaddi) provides corporates recurring revenue streams and global visibility.
- **Social license to operate**: By investing in grassroots and Olympic sports, corporates build goodwill with governments and communities.
- **Talent development**: Sports academies under corporate brands double up as youth development centres, creating pipelines for future athletes.
- **Employer branding**: Sports alignment reinforces company values like teamwork, discipline, and resilience, making them attractive to younger talent pools.

Corporates are leveraging various methods to support sports, ranging from direct sponsorships and ownership to grassroots programs and infrastructure development.

Indian corporates in sports: Investments, CSR and global expansion

1. **Reliance Industries/Reliance Foundation**

   Domestic investments:

   - Owns the Mumbai Indians (IPL) franchise and supports multiple sports via the Reliance Foundation.
   - Runs large-scale grassroots programs
   - Reliance Foundation Youth Sports (RFYS): A multi-sport platform in schools and colleges, reaching over 9 million youths across 26 states, and scouting talent.
   - Reliance Foundation Young Champs (RFYC): A full-scholarship residency football academy recognized by the AFC; graduates have signed with ISL teams. Hosted the IOC Session 2023 in Mumbai and runs the India House at Paris 2024 Olympics, signaling strategic branding in global sports governance.

2. **JSW Group/JSW Foundation**

   Domestic investments:

   - Owns sports teams across disciplines: Delhi Capitals (IPL), Bengaluru FC (ISL), Delhi Capitals Women, Pretoria Capitals (SA20), Haryana Steelers (PKL), and Soorma Hockey Club.
   - Built the Inspire Institute of Sport (IIS) in Karnataka the first privately funded Olympic-quality high-performance centre offering full scholarships across athletics, boxing, judo, and more.
   - Hosts the JSW Youth Cup, an annual residential football tournament for academy-level U-13 to U-18 teams.
   - Owns the Pretoria Capitals, a foundational team in South Africa's SA20 league, signaling franchise expansion beyond India.

3. **Adani group**

   Domestic investments:

   - Owns several sporting franchises: Gujarat Giants (PKL, WPL), participation in Legends League Cricket, Ultimate Kho-Kho, and Big Bout Boxing
   - Owns the Gulf Giants in the UAE's ILT20 cricket league, reflecting expansion into Middle Eastern sports markets.

4. **GMR group**

   Domestic investments:

   - Co-owner of Delhi Capitals (IPL/WPL); owner of UP Yoddha (PKL) and founder of GMR Sports.
   - CSR and Grassroots
   - Uses sports for community engagement and talent development around its urban infrastructure locales, under its corporate foundation

Overseas/Global:

Holds a majority stake in Hampshire County Cricket Club (England) and participates in the Seattle Orcas franchise in MLC (USA). Launched the GMR Rugby Premier League in India in 2025.

Others:

- Tata Steel / Tata Trusts: Long-standing investors in football academies, hockey, and rural sports infrastructure. Tata Steel runs training centers for 19 different sports disciplines at the JRD Sports Complex, training 2,500 kids annually
- RPSG: RPMG owns multiple team across different leagues in Cricket, football and Hockey. They are a major investor in sports.
- Vedanta is developing a major cricket stadium in Jaipur and operates the Sesa Football Academy and Zinc Football Academy, focusing on grassroots football development. Vedanta is also investing in Archery.
- Aditya Birla Group: Supporting 30 athletes with assistance, Aditya Birla Group is exploring the option of further enhancing the support to Indian sports though CSR and direct investments.

PSUs and their role in Indian sports

1. **Oil and Natural Gas Corporation (ONGC)**
   - Among the largest employers of sportspersons in India (over 150+ elite athletes)
   - Supports hockey, athletics, wrestling, boxing, table tennis, and shooting
   - ONGC athletes have represented India in multiple Olympics (e.g., Rani Rampal in hockey, Sakshi Malik in wrestling)
   - Runs ONGC Sports Promotion Board funding training camps, equipment, and coaching.
2. **Indian Railways**
   - India's biggest sporting employer with 10,000+ sportspersons on its rolls
   - Contributes athletes across athletics, wrestling, hockey, kabaddi, weightlifting, and cricket
   - Over 25 Olympic medalists have been Railway employees (e.g., P. V. Sindhu, Sakshi Malik, Sushil Kumar)
   - Organises All India Railway Championships in multiple disciplines.
3. **Bharat Petroleum Corporation Limited (BPCL)**
   - Supports cricket, badminton, and athletics
   - Famous cricketers like Rahul Dravid, Laxman, and current stars were employed by BPCL
   - CSR funds also directed toward grassroots sports and fitness initiatives.
4. **Steel Authority of India Limited (SAIL)**
   - Runs SAIL Hockey Academy (Rourkela) and several sports training centres in mining belts
   - Partnered with Odisha government to promote hockey development, especially around Rourkela and Sundargarh
   - Developed stadiums and facilities used in FIH Men's Hockey World Cup (2023).
5. **Coal India Limited (CIL)**
   - Invests significantly in hockey, football, and athletics through CSR
   - Supported junior hockey development in Jharkhand, Odisha, and Chhattisgarh
   - Provides infrastructure and scholarships for rural and tribal athletes.
6. **Indian Oil Corporation (IOCL)**
   - Runs Indian Oil Sports Scholarship scheme
   - Employs elite athletes in hockey, table tennis, and athletics
   - Indian Oil Hockey team is one of India's most successful institutional teams.
7. **Air India**
   - Historically strong in cricket, football, and hockey.
   - Produced many Ranji Trophy cricketers and India hockey internationals.
   - Teams like Air India Football Club (Mumbai) played at national level.
8. **Bharat Heavy Electricals Limited (BHEL)**
   - Runs multiple sports complexes and academies for athletics, football, and volleyball in towns where it has manufacturing units (e.g., Bhopal, Haridwar).

9. GAIL (Gas Authority of India Limited)

- Sponsors athletics talent through the "GAIL Indian Speedstar" program, scouting and training sprinters across India.
- Grassroots initiative to identify India's future track and field stars.

10. Nationalised Banks (SBI, Indian Bank, Punjab National Bank, etc.)

- Employ dozens of sportspersons under the sports quota.
- Bank teams in football, hockey, and athletics have a strong presence in national tournaments.

Future roadmap

Corporates are key sponsors, investors, and franchise owners. However, their focus is skewed heavily toward cricket, leaving other sports underserved.

- Expand CSR rules to include sports infra, grassroots, and women's sports, unlocking a consistent funding pipeline for developmental projects.
- Encourage corporates to adopt academies, districts, or leagues, creating long-term ownership models that ensure sustained investment.
- Provide incentives for para-sports sponsorship, promoting inclusivity while expanding commercial and social impact.

Sports technology

Understanding sports technology and Start-ups in India

Understanding sports technology and start-ups in India

Sports technology in India has rapidly evolved from being a support function into a core growth driver of the sports industry. Where earlier technology meant little more than television broadcasts and ticket sales software, today it encompasses the entire ecosystem of fan engagement, athlete performance, league operations, retail, and wellness.

The full spectrum of sports tech

1. **Fan and media technologies**
   - OTT platforms, live streaming, and second-screen engagement are now the primary way fans consume sports
   - Features like real-time stats, polls, fantasy integration, and interactive ads are transforming passive viewing into active participation
   - Indian IT services players addresses global events like Australian open, FIFA world cup, Olympics from their centres in India.
2. **Gaming and Esports**
   - Gaming and esports platforms have redefined how Indian youth engage with sport
   - Platforms like Nodwin Gaming, and Rooter combine entertainment, competition, and commerce, creating parallel digital leagues as influential as on-ground tournaments
   - Government recognition of esports as a sport in 2022 has given legitimacy to the sector.
3. **Performance and athlete tech**
   - Professional teams and academies increasingly rely on wearables, GPS trackers, computer vision, and AI-based analytics for training, scouting, and injury prevention.
   - Startups like Str8bat and Stupa Sports Analytics make elite-level data analysis accessible even for grassroots cricket and badminton players.
4. **Sports commerce and venues**
   - Tech is powering ticketing, in-stadium experiences, digital wallets, and loyalty programs
   - Venue management platforms integrate everything from dynamic pricing to cashless F&B, ensuring higher ARPU (Average Revenue per User)
   - E-commerce stacks are enabling franchises to scale merchandising and fan gear through digital-first stores.
5. **Data and integrity**
   - With rising betting, sponsorship, and content rights, data is not just operational but a currency in itself.
   - Global majors like Genius Sports and Sportradar have built GCCs in India to power data feeds and integrity solutions for leagues worldwide.
6. **Education, fitness and community**
   - Sports-tech startups are also targeting fitness, grassroots coaching, and physio/rehab platforms, blending wellness with sports performance.
   - Apps offer AI coaches, video-led learning, and performance tracking for recreational athletes

Current market dynamics – Sports technology in India

India's sports technology market sits at a crossroads of digital disruption and mass adoption. What was once an experimental space of fantasy sports and ticketing apps has now grown into a multi-segment, structured ecosystem with strong consumer traction, government recognition, and global investor interest.

1. **Ecosystem size and growth**
   - India has 300–400 active sports tech startups, spanning OTT streaming, esports, fantasy gaming, performance analytics, commerce, and venue solutions
   - According to industry estimates, the sports tech market in India is valued at **~USD 1.6 billion (2024-25)** and is projected to grow 3–4x by 2030, driven by OTT and data-driven performance tools
   - Investment is diversifying after fantasy sports dominated the funding cycle (2018–2021), capital is now flowing into AI-based coaching, wellness, performance analytics, and women's sports platforms.

Sports tech market is estimated at

USD 1.6 billion (INR 13600 cr)

and growing at over 20 percent year on year.

Source: KPMG India analysis 2025

2. **Key demand drivers**
   - Leagues and franchises: IPL, ISL, PKL, and WPL are tech-first consumers, demanding analytics dashboards, fan engagement platforms, OTT overlays, and merchandising stacks
   - OTT and media: Platforms like JioCinema, Hotstar, FanCode rely on startups for second-screen interactivity, real-time stats, and adtech
   - Academies and High-Performance Centres: Reliance HPC, IIS (JSW), Odisha HPCs → demand for wearables, biomechanics, recovery, and athlete management systems
   - Fans and consumers: The rise of digital-native audiences, 650 million+ sports reach, and UPI-led micro-payments are fueling subscription and commerce-based sports startups.

3. **Business models in play**
   - B2B SaaS → subscription-based analytics, coaching platforms, venue ops systems.
   - B2B2C → white-labeled fantasy/gaming, team apps with rev-share models
   - Consumer Subscriptions → wellness, esports, coaching apps offering tiered membership
   - D2C Commerce → merch stores, sports equipment, and apparel through omni-channel models
   - Ad-Supported Freemium → gaming and OTT platforms monetizing through sponsors and brands.

4. **Regulatory environment**
   - Esports Recognition (2022): Classified under Ministry of Youth Affairs and Sports → legitimized investment and player pathways.
   - Ban on online betting / fantasy restrictions: Tightened rules around "real money gaming" forcing startups to pivot toward compliance-first models
   - GST clarifications: A more predictable tax regime for online sports operators is slowly reducing regulatory uncertainty
   - Sports Bill 2025: Expected to improve governance and transparency, creating stable operating conditions for tech firms serving federations and franchises.

5. **India's unique strengths**
   - Digital-first consumer base: With the world's cheapest data, sports content consumption is overwhelmingly mobile-first
   - Tech talent density: India's pool of engineers, AI/ML experts, and product managers makes it the back-office of global sports tech via GCCs
   - UPI-led micro-payments: Enables micro-transactions for fantasy games, esports tournaments, and grassroots subscriptions
   - Global Export Potential: India-built solutions are already powering sports operations in APAC, MENA, and LATAM.

Highlights: India's sports-tech startups and investments

1. **Acceleraton of Funding in 2025**
   By mid-2025, Indian sports-tech companies raised approximately USD 10.4 million across 12 rounds highlighting growing investor interest.
2. KhiladiPro's USD 1 million Seed Round
   Bengaluru-based KhiladiPro raised USD 1 million in pre-seed funding to develop AI-based athletic assessment tools for children, including its KAI rating system.
3. **Machaxi's USD 1.5 million funding for coaching tech**
   Machaxi, focused on digitising coaching delivery, received USD 1.5 million in funding from Rainmatter, with support from Badminton legend Prakash Padukone.
4. **KheloMore's USD 2 million raise for youth discovery**
   KheloMore, a youth talent scouting and venue-booking startup with 500,000 users, raised USD 2 million funding to expand its platform.
5. **Performance tech in action**
   Startups like KIBI Sports, Footrax, and Stupa Sports Analytics are deploying AI and wearables to aid athlete training, wellness, and performance data shown even during national sports broadcasts.
6. **Centre Court Capital's USD 42 million sports-tech fund**
   Centre Court Capital launched a INR 350 crore (~USD 42 million) fund, backed by JSW Group and Azim Premji's fund, to boost innovation in sports-tech and gaming.
7. **Dream Sports Invests USD 50 million in cricket media**
   Dream Sports (Dream11's parent) is investing USD 50 million into cricket media giants Cricbuzz and Willow TV, strengthening its digital media footprint

Case study

AI is rapidly becoming the backbone of the sports ecosystem, empowering corporates and investors to unlock new revenue streams and operational efficiencies through data-driven decision-making and personalized fan engagement. For athletes, AI is a game-changer—enabling smarter training, injury prevention, and real-time performance insights that extend careers and elevate results. Meanwhile, sports enthusiasts are experiencing a new era of immersive, interactive, and tailored experiences, as AI bridges the gap between the stadium and the screen, making every moment more engaging and accessible. Together, these advances are not just enhancing the business and spectacle of sports—they are fundamentally redefining how the entire ecosystem plays, watches, and grows.

Future roadmap

With 200+ sports-tech startups, India is seeing innovation in wearables, fan engagement, and esports. Yet most lack scale due to capital and regulatory uncertainty.

- Establish a National Sports Investment Fund with matching govt + private capital, ensuring long-term sustainability for leagues and infra
- Allow FDI in grassroots academies and leagues, bringing in foreign expertise and large-scale funding
- Simplify credit access for sports startups and SMEs, enabling small ventures to scale faster.

E-sports, gaming and RMG

Esports, online gaming and fantasy sports in India

Though India's sports economy has expanded beyond stadiums and fields into the digital arena, where millions of young fans engage through esports, online gaming, and fantasy sports. While they are often grouped together, these are three distinct verticals with unique consumer bases, business models, and regulatory challenges.

Esports represents the most structured form, resembling traditional sports with professional players, teams, tournaments, and streaming audiences. Games are played competitively, with prize pools rivaling some traditional sports events. Recognised as a sport by the Government of India in 2022, esports is now building professional careers, sponsorship ecosystems, and global participation pathways.

Online Gaming, in contrast, is casual and mobile-first. It includes recreational games like Ludo King, Candy Crush, and casual versions of cricket or football that focus on entertainment and in-app monetisation. This segment has the largest user base (400 million+), dominated by tier-II and tier-III cities, and has become a staple of India's digital consumption.

Fantasy Sports blends real-world sports with digital play. These fantasy sports platforms allow fans to create virtual teams based on real player performances. It became a mainstream part of the cricket economy, especially during the IPL, where fantasy gaming boosted fan engagement and drove billions in sponsorships and partnerships. However, the sector has been hit hard by regulatory interventions: in 2023–2024, the imposition of 28 percent GST and bans in certain states reduced activity. In August 2025, there was complete ban on Fantasy sports involving money (RMG).

Business Highlights

- **Esports:**
  - Market **size INR 1020 crore (USD 120 million, 2024-25);** growing at 25–30 percent CAGR.
  - 500+ start-ups in India, with millions of streaming viewers.
  - Emerging sponsorship category, with athletes becoming influencers.
- **Online gaming:**
  - 400 million+ users, market size of INR 15,000 crore+
  - Monetisation through in-app purchases, ads, and premium models
  - Driven by mobile penetration and cheap data costs
- **Fantasy sports:**
  - Market worth INR 20,000 crore+ (USD 2.5 Billion) before taxation/ban.
  - Regulatory tightening will see a reset of the sub-sector with diversification into adjacent areas.

Esports market is estimated at

USD 120 million (INR1020 Cr)

and growing at over 20 percent year on year.

Source: KPMG India analysis 2025

Key trends and future outlook

- Youth-centric consumption: 70 percent of esports, gaming, and fantasy users are under age 35.
- OTT integration: Esports and fantasy increasingly tied to live match broadcasts and streaming platforms
- Global potential: India is one of the fastest-growing gaming markets, though policy clarity will decide if it becomes a global hub or a fragmented industry
- At an inflection point: While esports is rising and casual gaming is steady, fantasy sports is in flux due to bans proving how regulation can make or break sub-sectors of the digital sports economy.

Key takeaway:

Esports, online gaming, and fantasy sports together form India's digital sports frontier, creating new ways for fans to engage and new revenue streams for the industry. But the sector's long-term potential depends on balancing innovation with regulatory clarity turning India from just a consumption market into a global powerhouse of digital sport.

Key trends and future outlook

Youth-centric consumption

India's digital sports economy is being shaped by its demographic dividend. Over 70 percent of esports, gaming, and fantasy users are under the age of 35, reflecting the strong pull these platforms have among digital-native millennials and Gen Z. This young user base not only consumes but actively creates content, streams, and participates in communities, turning digital sports into both a leisure activity and a lifestyle identity.

OTT integration and cross-platform growth

Esports and fantasy sports are increasingly being integrated with live match broadcasts and streaming platforms. Broadcasters and OTT players are embedding fantasy contests and esports streams alongside cricket and football telecasts, offering fans immersive, second-screen experiences. This integration is not just about engagement it is opening new monetisation avenues through advertising, microtransactions, and co-branded activations.

Global potential

India is among the fastest-growing gaming markets in the world, with half a billion gamers and a rapidly expanding esports ecosystem. Yet the big question remains: will India emerge as a global hub for digital sport innovation, or remain a fragmented consumption-heavy market? The answer depends on policy clarity, investor confidence, and the ability to export Indian talent and platforms to international competitions.

At an inflection point

The sector is currently at a crossroads. Esports is rising, fueled by recognition from the Ministry of Youth Affairs and Sports (MYAS) and global tournaments. Casual gaming is steady, providing a broad user base and consistent ad revenue. Fantasy sports, however, is in flux, with bans and taxation changes altering its trajectory. This underlines how regulation can make or break sub-sectors of the digital sports economy, shaping investment and growth outcomes.

Key takeaway

Esports, online gaming, and fantasy sports together form India's digital sports frontier, creating innovative ways for fans to engage and new revenue streams for the industry. But the sector's long-term potential depends on balancing innovation with regulatory clarity turning India from a large consumer market into a global powerhouse of digital sport and gaming exports.

Future roadmap

Esports is booming globally, but India struggles with regulatory clarity especially due to fantasy gaming bans. Still, esports is recognised by MYAS.

- Separate esports from betting via a clear legal framework, which is vital to protect legitimate gaming businesses
- Build training and competition centres for esports athletes, creating structured pathways for Indian gamers to compete globally
- Enable structured taxation and compliance to attract investments, as clarity will unlock foreign and domestic VC capital.

Sports education

Understanding the segment – Sports education

Sports education in India has developed over time, acknowledging the significance of incorporating sports into the educational system. The National Education Policy (NEP), 1968 initiated the introduction of physical education in school curriculums. NEP, 1968 stressed the importance of integrating physical education, establishing facilities such as playgrounds and incorporating programs such as the National Cadet Corps (NCC) and National Service Scheme (NSS). The sports policies that followed in 1984 and 2001 concentrated on improving infrastructure and providing the necessary equipment for sports education.

In summary, sports education is steadily becoming more prominent in India, with the NEP, 2020 acknowledging its crucial role in holistic development. The total business for education is around **INR 800 Cr in 2024-25** with **CAGR of 10%.**

Sports education market is estimated at

USD 95 Million (INR 800 Cr)

crore for 2024-2025. The segment is growing at 15 percent.

Sports education is no longer confined to traditional physical education degrees or coaching diplomas. It has evolved into a multi-disciplinary industry pipeline, covering:

- Performance and high-performance sciences → coaching, strength and conditioning, biomechanics, exercise physiology, physiotherapy, psychology, nutrition.
- Sports business and management → team/league operations, sponsorship and partnerships, media rights, fan engagement, merchandising, esports, and digital content.
- Sports governance and law → integrity, compliance, athlete representation, and federation management.
- Community and education → school/college physical education, grassroots programs, and CSR-linked fitness initiatives.

The expansion of leagues (IPL, ISL, PKL, WPL), the rise of high-performance centres (IIS, Reliance HPCs, Odisha HPCs), and the growth of sports-tech startups have created structured demand for trained professionals. Unlike a decade ago, sports education now has direct job outcomes linked to industry demand from physios in ISL teams to analytics managers at sports GCCs like Fanatics or Genius Sports.

India Landscape – Current Situation

India's sports education ecosystem is fragmented but rapidly maturing, spread across:

1. **Government-led institutions**
   - Sports Authority of India (SAI) and NSNIS Patiala are the backbone for coach education and performance training, producing thousands of certified coaches annually.
   - Khelo India and Fit India have increased demand for trained coaches, strength trainers, and phys-ed teachers.
2. **Universities (Central and State)**
   - Institutions like LNIPE (Gwalior) and TNPESU (Chennai) offer structured degrees in sports science, physiotherapy, and management
   - Many state universities now integrate sports as part of their PE programs.
3. **Private specialist schools**
   - Institutes like IISM (Mumbai), Symbiosis SSSS (Pune), and Jio Institute focus on sports business, management
   - Fees are higher (INR 4–8L+), but they offer industry placements, often with IPL/ISL franchises, sports agencies, and OTT platforms.
4. **Short-term and certifications**
   - Federations, private institutes, and startups offer short courses in coaching, event management, sports analytics, and digital content ranging from INR 10k to INR 1.5L. These are often taken by working professionals.
5. **Overseas pathways**
   - Indian students increasingly look to UK universities (Loughborough, Stirling, Coventry) and Australia (Griffith, Deakin) for advanced degrees in sports science, analytics, and management. Tuition is ~INR 25–35 lakhs, but provides international exposure.

Sports management in India

The sports industry is widely recognised as the leading revenue generator, offering young enthusiasts the opportunity to pursue a career in sports. In India, there is a growing demand for responsible leaders, managers and team builders within the sports industry, with both corporate and government entities showing increased interest and investment in various sports initiatives.

Types of degrees in sports management

- **Bachelor's degree in sports management:** Sports Management Bachelor's Degree is a four-year undergraduate degree. Students gain leadership and management skills along with learning how to apply them in both amateur and professional environments. Classes may cover subjects such as sports policy, sports law and marketing.
- **Master's degree in sports management:** Many universities provide post graduate programs in sports management, which include degrees such as Master of science, Master of arts and Master of business administration. M.sc in sports management program usually takes two years to complete and covers various aspects of sports administration, finance, operations and legal aspects. An M.B.A. in sports management includes specialised courses focused on key issues within the sports industry.
- **Doctorates in sports management**: Obtaining a doctor of philosophy in sports management can provide a comprehensive insight into the operations of the sports industry. You might acquire the skills to create sports organizations or follow a profession in sports education. Moreover, you could gain knowledge in the financial facets of sports, conducting studies and composing articles on sports-related topics and the fundamental concerns impacting sports.
- **Executive MBA in sports management**: Attaining an online sports management degree can be a beneficial choice for athletes or professionals with busy schedules who are looking to develop their skills and gain practical experience in sports management.

The rise of MBA programs in sports management in India

An MBA program in sports management curriculum helps students develop skills such as planning, budgeting, organizing, controlling, leading and evaluating a sports activity or event. The program educates students on managing sports events using different strategic management techniques.

The expansion of MBA programs in sports management in India is driven by several factors:

- **Growing sports industry:** The Indian sports industry has experienced considerable growth, This expansion is driven by heightened viewership, sports advertising and sponsorship.
- **Increased demand for professionals:** As the sports industry grows, there is a burgeoning demand for qualified professionals in various roles, from sports analysts to event managers.
- **Educational opportunities:** There has been a rise in educational institutions offering specialised courses in sports management, making it more accessible for students interested in this field.
- **Diverse career paths:** An MBA in sports management provides a wide range of career options in fields such as academia, sports agencies and event management.
- **Global influence:** The influence of the global sports industry has motivated India to enhance its investment in sports education and management to meet global standards.
- **Government support**: The assistance provided by the Indian government for the development of sports has contributed to the growth of the industry and the educational initiatives that accompany it.

The increasing appeal of MBA programs in sports management in India can be attributed to a variety of factors working together.

The rise of niche segments in sports education

For decades, sports education in India was synonymous with Physical Education (PE) degrees and training PE teachers for schools and colleges. While critical for grassroots participation, these programs rarely aligned with the evolving needs of elite sport or the sports business ecosystem.

The past 10–12 years, however, have seen a paradigm shift. As India embraced professional leagues (IPL, ISL, PKL, WPL), invested in high-performance centres (JSW's Inspire Institute, Odisha HPCs, Reliance HPC), and aligned with global best practices, the demand for specialised knowledge has exploded.

This shift has given rise to new, niche education streams: sports analytics, biomechanics, sports science, and sports medicine. Together, they are reshaping India's sports education landscape from a recreational discipline into a high-performance knowledge economy.

1. Sports analytics – the data revolution in sport

Sports analytics has moved from being a luxury to a necessity. Every major league team now has in-house analysts for:

- Player tracking, match strategy, and injury prevention.
- Fan data and engagement analysis for OTT and sponsors.
- Recruitment and opposition scouting.

Institutes and colleges are offering analytics courses (INR 50k–INR 1.5L), while GCCs like Fanatics, Sportradar, Genius Sports are hiring Indian analysts for global roles. With OTT platforms like JioCinema offering second-screen experiences, sports analytics graduates are finding roles beyond the field in content, product, and sponsorship ROI.

2. Biomechanics – science of human motion

Biomechanics applies physics and engineering to optimize athlete performance and prevent injuries. Globally, it is used to fine-tune cricket bowling actions, improve tennis strokes, or design shoes that enhance sprint efficiency.

In India, biomechanics is being introduced at institutes like LNIPE, TNPESU, and is a key research domain in sports science departments abroad (Loughborough, Deakin).

Careers span:

- Performance consultants for elite teams
- R&D specialists in sports equipment and apparel.
- Rehabilitation experts for injury-prone athletes.

With India's manufacturing focus shifting to sports goods under the Sports Ministry (2024), biomechanics graduates will also be central to innovation in equipment design.

3. Sports science – the integrator discipline

Sports science brings together exercise physiology, kinesiology, psychology, nutrition, and conditioning. It is the backbone of every elite sport system globally.

In India, this field is growing rapidly due to:

- Government push via Khelo India High-Performance Centres.
- Private investment from JSW IIS, Reliance HPCs, Odisha HPCs.
- Demand in the wellness and fitness sector, where sports science knowledge is being applied in gyms, rehab clinics, and lifestyle coaching.

Jobs include sports scientist, conditioning coach, nutrition consultant, and wellness advisor. Salaries range from INR 4–6 lakhs for entry-level positions at academies to INR 15–20 lakhs for senior sports scientists in HPCs and professional leagues.

4. **Sports medicine – The athlete health frontier**

   Sports medicine sits at the intersection of healthcare and high performance. It covers orthopaedics, physiotherapy, injury rehab, and preventive medicine.

   - India has a handful of specialized MD programs in Sports Medicine (AIIMS, PGIMER) and Masters in Physiotherapy (Sports).
   - Demand is outpacing supply   every ISL, PKL, and IPL team requires full-time physios and doctors.
   - Career opportunities extend to rehab clinics, corporate wellness programs, and medical tourism (with India positioned as a cost-effective sports medicine hub).

Sports medicine is also tied to escalating global collaborations. For example, Indian HPCs now partner with foreign institutes for advanced diagnostic tools and treatment protocols.

5. **Sports law – Legal backbone of the industry**

   Sports today is a multi-billion dollar industry, and with scale comes legal complexity. In India, the growth of professional leagues, sponsorships, merchandising, and esports has created a sharp demand for specialised sports law professionals.

What it covers:

- Athlete contracts and representation → Ensuring fair terms, image rights, endorsement deals, and dispute resolution.
- Sponsorships and media rights → Drafting, negotiating, and protecting commercial agreements with broadcasters, OTT platforms, and brands.
- Intellectual Property (IP) → Protecting logos, merchandising, broadcasting rights, fantasy gaming IP, and digital assets.
- Anti-Doping and compliance → Managing cases under NADA/WADA frameworks, safeguarding athletes and federations.
- Governance and arbitration → Advising federations, leagues, and governing bodies on compliance, dispute resolution, and ethics.

6. **Sports journalism and media – The storytelling powerhouse**

   If law is the backbone, media is the voice of sport. Sports journalism has moved from newspaper columns to digital-first, 24/7, social-first storytelling, requiring a new breed of professionals who combine journalistic integrity with multimedia skills.

What it covers:

- Traditional reporting → Match coverage, investigative reporting, commentary.
- Digital media → OTT production, podcasts, blogs, YouTube, second-screen experiences.
- Social media strategy → Real-time engagement, meme culture, fan interaction.
- Specialized beats → Esports reporting, women's sports coverage, sponsorship/finance reporting.

Future roadmap

India faces a shortage of certified coaches, physiotherapists, psychologists, and managers. Structured education and accreditation can create a skilled sports workforce.

- Create a national accreditation system for sports education, ensuring a unified framework that guarantees quality and recognition of professionals
- Expand sports universities and specialised courses, since investment in institutes will grow the pool of qualified talent
- Build structured transition programs for athletes post-retirement, so they can shift into careers like coaching, teaching, or entrepreneurship.

Events

The economics of sports events in India

Sports events in India are no longer just moments of entertainment they are economic engines that stimulate local businesses, create jobs, build infrastructure, and enhance India's global profile. From small-scale marathons to mega global tournaments, every event produces a ripple effect that stretches far beyond the field.

At the city level, school tournaments, inter-college competitions, corporate leagues, and community marathons generate direct economic activity through registrations, hospitality, food, transport, and retail sales. India now hosts 1,200+ marathons and city runs annually, alongside thousands of inter-school and local tournaments. On average, 100+ tier-I and tier-II cities hold multiple sports events every year, creating steady streams of localised business impact..

At the national level, franchise-based leagues like the IPL, Pro Kabaddi, ISL, and emerging leagues in kho-kho, volleyball, and chess form the backbone of India's sports economy. These events power media rights deals, sponsorship revenues, advertising, merchandising, and ticketing.

At the international level, hosting mega events transforms cities and nations. India's 1951 and 1982 Asian Games established New Delhi as a sporting hub, while the 2010 Commonwealth Games generated INR 16,500+ crore in economic activity, leaving behind world-class infrastructure. Cricket World Cups in 1987, 1996, 2011, and 2023 have delivered massive tourism inflows and record breaking broadcasting revenues, while the 2017 FIFA U-17 World Cup and 2023 FIDE Chess Olympiad positioned India as a credible multi-sport host.

The ripple effects of these events are multi-dimensional:

- Tourism and hospitality: Hotels, airlines, and restaurants see surges in demand.
- Retail and merchandising: Local markets and sports apparel sales boom.
- Infrastructure legacy: Stadiums, transport upgrades, and training facilities remain long after the event.
- Job creation: From vendors and volunteers to media professionals, events create short- and long-term employment.
- Nation branding and soft Power: Successful hosting signals capability, enhances international image, and boosts investor confidence.

Growth highlights

The total value for events across multiple areas including govt and private is around **USD 1.2 Billion USD (INR 10,200 Cr) in 2024-25**. This is expected to grow significantly with more addition in infrastructure by both public and private sector.

Events covering sports is estimated to be around

USD 1.2 billion (INR 10,200 Cr)

Growing at around 10% annually

Source: KPMG India analysis 2025

Types of sports events and their economic impact in India

Sports events in India operate at multiple levels from city marathons and local leagues, to national tournaments, and global mega-events. Each scale of event not only fuels the sporting ecosystem but also creates a ripple effect across **tourism, hospitality, retail, broadcasting, and employment.** Together, these events are shaping India into a **sports economy that goes beyond the playing field.**

1. City-level and community events

Examples: Marathons (Mumbai, Delhi, Bengaluru), cycling events, corporate tournaments, society leagues. There are over 1500+ marathons that happens in India with registration from 5000 to 65,000 people.

Impact:

- Local business boost (hotels, food, transport).
- Drives **fitness and wellness economy** (~INR 250–300 crore annually from marathons alone).
- Encourages community engagement and participatory sports.

2. State and national-level events

Examples: Khelo India Youth Games, Santosh Trophy (football), Ranji Trophy, National Games.

Impact:

- Strengthens **grassroots pathways** and state-level infrastructure.
- Generates **employment for coaches, referees, and organisers.**
- Attracts sponsorships and media coverage at regional scale (~INR 500–700 crore annually).

3. Professional franchise leagues

Examples: IPL, Pro Kabaddi League, ISL, WPL, PVL, UKK.

Impact:

- Largest commercial driver of Indian sports (~INR 10,000+ crore economy annually).
- Brings **corporate investment, media rights revenue, and merchandising.**
- Creates jobs across sports management, broadcasting, event operations.

4. International and mega events

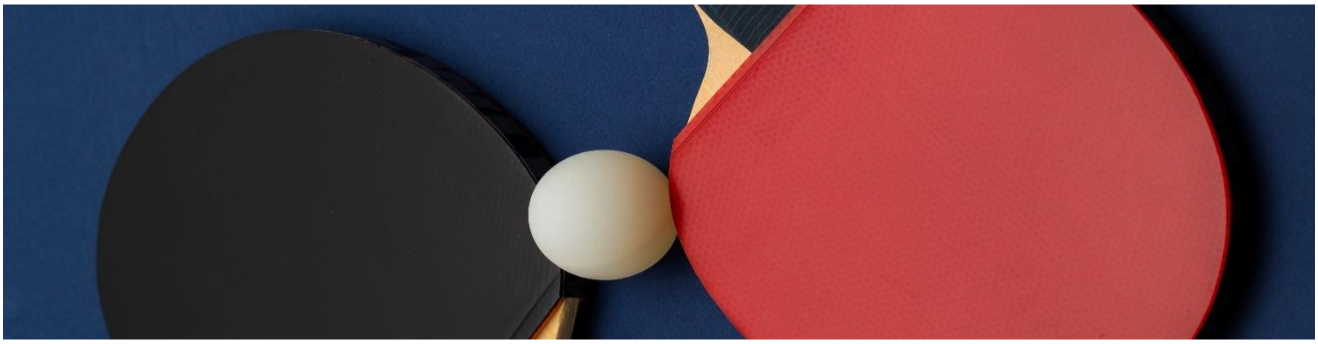
Examples: 2010 Commonwealth Games (Delhi), 2023 Men's Hockey World Cup (Odisha), ICC Cricket World Cup 2023, Asian Athletics, Formula E Hyderabad.

Impact:

- **Massive tourism inflow and global visibility.**
- Infrastructure upgrades (stadiums, metro, airports, hospitality).
- ICC Cricket World Cup 2023 generated **INR 13,500+ crore in economic activity.**
- Long-term branding of India as a **sports destination**, supporting Olympic/World Cup bids.

Key takeaway

From **city marathons to global tournaments,** sports events in India serve as powerful engines of **economic growth, urban development, and community participation.** While city-level events build grassroots and wellness, national and franchise leagues fuel corporate spending, and international events **deliver global visibility and infrastructure legacy.**



Marathon's rising community engagement enabling business

Community engagement is not just a cultural trend it is serious business with multi-layered economic impact. From marathons driving tourism revenue, to yoga festivals powering wellness products, and start-ups monetising digital challenges, the ecosystem is scaling rapidly. For brands, these events are "living billboards" where marketing meets purpose. The business of community fitness is where commerce and culture converge creating healthier societies while opening multi-billion-dollar opportunities for brands, investors, and policymakers.

- **Marathons and running events:**
  India now hosts 1,200+ running events annually. Flagship marathons in Mumbai, Delhi, and Bengaluru each attract 40,000–50,000 participants, creating an annual local business impact of INR 200–250 crore through hotels, travel, F&B, and retail. Sponsorship deals for these races have become highly competitive, with global and Indian brands bidding for association.

Other community events enabling business

Yoga and wellness industry:

Globally valued at USD 80+ billion, yoga has become a mainstream industry with studios, apps, retreats, and merchandise. India's cultural positioning makes it central to this ecosystem. International Yoga Day reaches 190+ countries with wellness brands, apparel firms, and food companies embedding themselves in the experience.

Corporate and CSR wellness:

The corporate wellness market in India is already INR 10,000+ crore and growing fast. Marathons, fitness challenges, and yoga retreats are increasingly part of employee engagement and CSR strategies, giving companies visibility while directly impacting health outcomes.

India's major international sports events

India's journey as a host of major international sports events reflects its growing ambition, organisational capability, and rising position in global sport. Each event has left behind legacies sometimes in the form of world-class infrastructure, sometimes in national pride, and always in the form of economic and cultural ripple effects.

The Asian Games (1951 and 1982, New Delhi) marked India's first major steps into global hosting. The 1951 edition established New Delhi as a hub of Asian sport, while the 1982 Games were transformative introducing colour television to India, upgrading Delhi's sporting infrastructure, and showcasing India's ability to host at scale.

The Commonwealth Games 2010 in New Delhi was one of the largest sporting events ever held in India. Despite controversies, it generated an estimated INR 16,500 crore in economic activity, upgraded transport infrastructure, and left behind legacy stadiums like Jawaharlal Nehru Stadium and Indira Gandhi Arena.

India has also been a dominant host in cricket, the nation's most followed sport. Hosting the Cricket World Cups in 1987, 1996, 2011, and 2023 positioned India at the centre of world cricket. The 2011 edition, co-hosted with Sri Lanka and Bangladesh, ended with India lifting the trophy at Wankhede Stadium an iconic moment of national pride. The 2023 edition, hosted entirely in India across 10 cities, set records in OTT viewership, sponsorship spends, and stadium attendance, underlining India's commercial strength in global sport.

Football entered the spotlight with the 2017 FIFA U-17 World Cup, the first FIFA tournament in India, which recorded one of the highest attendances in the tournament's history. It demonstrated India's potential as a future football market. Similarly, hockey has found a permanent global address in Odisha, which hosted the 2018 and 2023 FIH Men's Hockey World Cups, setting new standards in fan engagement and city branding.

Beyond team sports, India has also embraced global events in mind sports and multi-discipline formats. The 2023 FIDE Chess Olympiad in Chennai welcomed teams from 180+ countries, placing India firmly on the global chess map. Multi-sport events like the National Games and Khelo India Games, though domestic, have also been positioned as platforms with international aspirations.

10 Major International Sports Events Hosted by India

1. 1951 Asian Games – New Delhi (India's first global hosting, building soft power in Asia).
2. 1982 Asian Games – New Delhi (major infra upgrades, intro of colour TV in India).
3. 1987 ICC Cricket World Cup – Co-hosted (India's debut as a cricket mega-event host).
4. 1996 ICC Cricket World Cup – Co-hosted (further expanded India's role as global cricket hub).
5. 2010 Commonwealth Games – New Delhi (INR 16,500+ crore economic impact, infra legacy).
6. 2011 ICC Cricket World Cup – Co-hosted (India wins title; record viewership).
7. 2017 FIFA U-17 World Cup – India's first FIFA event (record-breaking youth attendance).
8. 2018 FIH Hockey Men's World Cup – Bhubaneswar, Odisha (Odisha emerges as sports hub).
9. 2023 FIDE Chess Olympiad – Chennai (180+ countries participate, global chess spotlight).
10. 2023 ICC Men's Cricket World Cup – Hosted entirely by India (record OTT and sponsorship revenues).

Roadmap of India's major international sports events

1951 Asian Games

New Delhi (India's first global hosting, building soft power in Asia).

1982 Asian Games

New Delhi (major infra upgrades, intro of colour TV in India).

1987 ICC Cricket World Cup

Co-hosted (India's debut as a cricket mega-event host).

1996 ICC Cricket World Cup

Co-hosted (further expanded India's role as global cricket hub).

2010 Commonwealth Games

New Delhi (INR 16,500+ crore economic impact, infra legacy).

2011 ICC Cricket World Cup

Co-hosted (India wins title; record viewership).

2017 FIFA U-17 World Cup

India's first FIFA event (record-breaking youth attendance).

2018 FIH Hockey Men's World Cup

Bhubaneswar, Odisha (Odisha emerges as sports hub).

2023 ICC Men's Cricket World Cup

Hosted entirely by India (record OTT and sponsorship revenues).

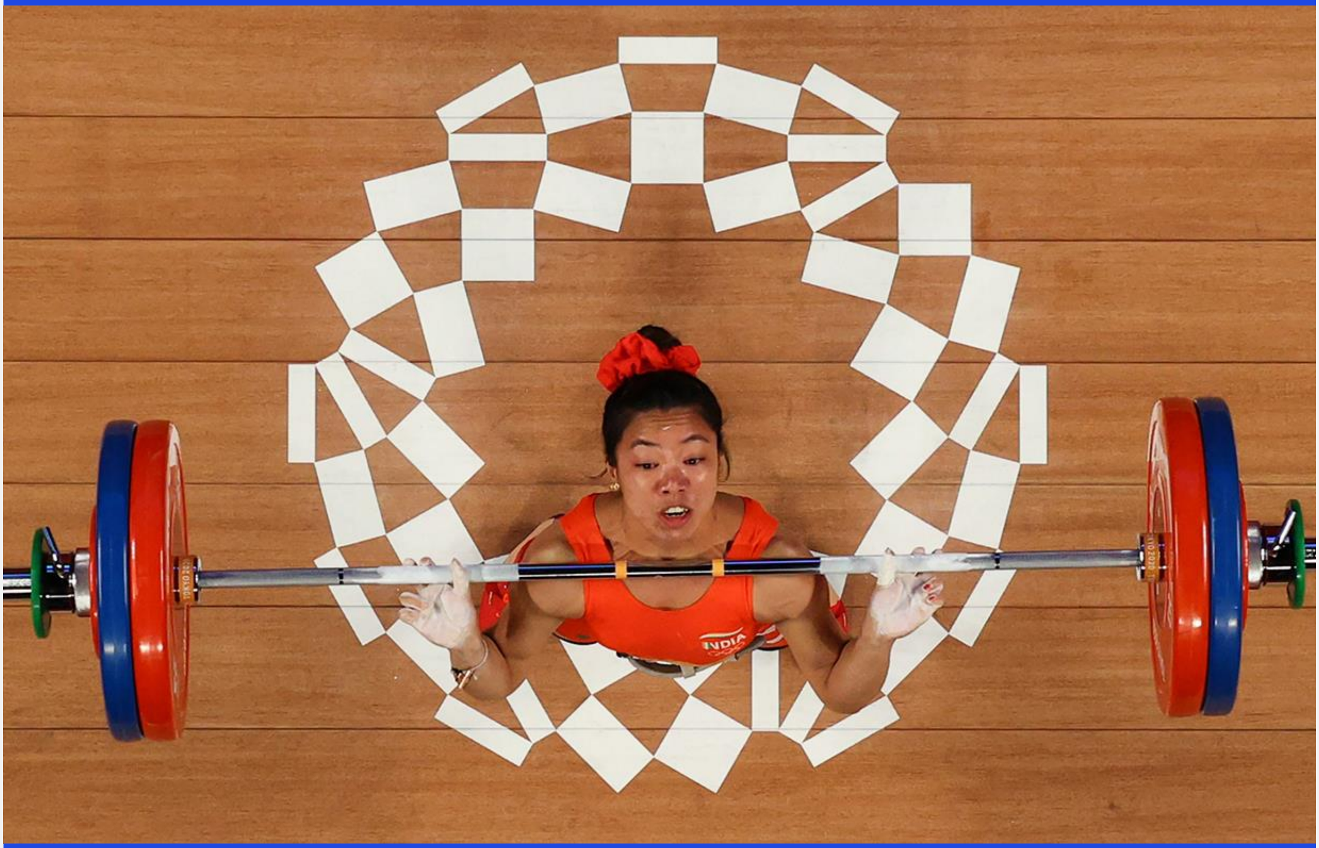
2025 World Para Athletics Championships

New Delhi, India (making it the largest Para sports event ever in the country)

Future roadmap

Sports events in India range from city marathons to mega international tournaments, contributing significantly to the economy, tourism, and brand visibility. From the IPL's economic ripple effect to the ICC World Cup's billion-dollar impact and city-level marathons boosting local economies, events are no longer just competitions they are economic multipliers.

- Strengthen city-to-national event pipelines by institutionalising marathons, cycling leagues, and fitness festivals, creating a robust participatory economy while building future fans
- Position India as a hub for international events through proactive bidding for multi-sport games (Asian Games, Commonwealth Games, Olympics) and strengthening partnerships with global federations
- Maximise economic impact of events by aligning them with tourism, hospitality, and cultural programming, ensuring long-term benefits for host cities and states.



Sports tourism

Understanding the segment – Sports tourism

Sports tourism sits at the intersection of sports and travel, making it one of the fastest-growing verticals in the global tourism industry.
It encompasses two broad categories:

1. Spectator tourism – fans travelling to watch live events such as the Olympics, World Cups, IPL, or marathons. These trips are often extended into cultural and leisure travel, multiplying their economic impact.
2. Participation tourism – individuals travelling to actively engage in sporting activities. This could include adventure and outdoor sports (trekking, skiing, surfing), wellness and fitness retreats, amateur competitions (marathons, cycling tours, triathlons), or specialised training camps and academies.

Globally, sports tourism is one of the fastest growing sub-sector. The growth is fueled by a combination of rising middle-class incomes, increasing awareness of fitness, and governments investing heavily in destination branding through sports.

Current market dynamics – sports tourism in India

Key metrics	Value
Indian sports tourism market size, 2024-25	INR 9200 Crore (USD 1.1 billion). Includes both inbound and outbound
Indian sports tourism market size, 2030	INR 14800 Cr (USD 1.74 Billion)
CAGR, 2023–30	10.00 percent

Sports tourism market in India is estimated to be around

USD 1.1 billion (INR 9200 Cr.)

Source: KPMG India analysis 2025

India's sports tourism market, though still emerging compared to global benchmarks, is on a strong upward trajectory riding on the back of cricket's dominance, state-led investments in infrastructure, and rising middle-class aspirations.

Cricket continues to be the single-largest driver of sports tourism. Tournaments like the Indian Premier League (IPL) and ICC World Cups attract millions of domestic travellers who travel inter-state to watch their favorite teams. Mega-events such as the 2011 Cricket World Cup, the 2016 T20 World Cup, and the 2023 Men's Cricket World Cup also brought in large contingents of international visitors, contributing significantly to aviation, hospitality, and local economies in host cities like Ahmedabad, Mumbai, Delhi, and Chennai.

But beyond cricket, India is broadening its sports tourism portfolio. States such as Odisha have emerged as pioneers, hosting consecutive Hockey World Cups (2018 and 2023) and marketing themselves as the "Sports Capital of India." Similarly, Gujarat has leveraged the Narendra Modi Stadium in Ahmedabad the world's largest cricket stadium as a showcase of sports-driven tourism. Other states like Goa, Himachal Pradesh, Uttarakhand, and Jammu & Kashmir are leveraging adventure sports like rafting, trekking, skiing, and surfing to attract both domestic and international enthusiasts.

The rise of urban participatory sports is another key trend. Annual city marathons in Mumbai, Delhi, and Bengaluru now attract 50,000+ runners, including international participants. Cycling tours, triathlons, and corporate sports leagues are also contributing to the growth of active sports tourism. Additionally, golf is emerging as a premium sports tourism segment, with world-class courses in Delhi NCR, Karnataka, and Kerala targeting affluent domestic and foreign tourists.

Infrastructure is a critical enabler. India's rapid improvement in airports, highways, and hospitality capacity has made it easier for sports tourists to travel across regions. Simultaneously, the government's focus on destination marketing (through events, branding, and partnerships) and policy reforms are further boosting demand.

Indian celebrities and athletes at Wimbledon 2025 boosted the tournament's profile in India, creating cross-sport visibility and social media buzz. Global organisers are increasingly tapping into India's cricket-driven fan base to grow reach, using stars as cultural connectors. Beyond tennis, Indian tourists are flocking to F1 races (Singapore, Abu Dhabi), FIFA World Cups, Olympics, and Premier League matches, reflecting sports as a new driver of outbound travel. This surge signals how India's rising middle class is turning international events into business opportunities for tourism, brands, and global sports marketing.

Notable shifts and case studies

Over the last decade, India has witnessed several structural shifts in the way sports tourism is perceived and delivered.

- **From one-sport to multi-sport appeal**

  Cricket was once the singular driver of sports tourism. While it still dominates, the last 5–7 years have seen hockey, football, motorsport, and running events emerge as credible tourism draws. For example, Odisha's repeat hosting of the Hockey World Cup (2018 and 2023) brought thousands of foreign fans to Bhubaneswar, directly boosting hospitality and positioning the state as a global hockey hub.

- **Global recognition through youth and alternate events**

  The FIFA U-17 World Cup (2017), which saw 1.3 million spectators across Indian stadiums, was India's first step in presenting itself as a global football destination. More recently, the Formula E race in Hyderabad (2023) showcased India's readiness for motorsports tourism something previously limited to F1's short stint at the Buddh International Circuit.

- **Marathons as mass participation tourism drivers**

  City marathons in Mumbai, Delhi, Bengaluru, and Kolkata attract tens of thousands of runners annually, including elite global athletes. These events now double up as tourism festivals, with participants extending their stay to explore local destinations.

- **Adventure and nature-linked tourism**

  Adventure sports such as rafting in Rishikesh, skiing in Gulmarg, surfing in Tamil Nadu, and trekking in Himachal Pradesh are increasingly marketed to global adventure travelers, supported by improved connectivity and local entrepreneurship.

  A growing volume of travel is driven by athletes and their support groups as they participate in events local, state, national and international events

Key players in the global and indian market

The sports tourism market is supported by a complex network of stakeholders ranging from sporting bodies, hospitality providers, broadcasters, and travel services. Each plays a critical role in creating the infrastructure and experiences that define sports tourism, from event organisation and broadcast to accommodation and ancillary services. Such collective efforts enhance the spectator experience and induce economic benefits to host locations.

Prominent players in the global sports tourism market include BAC Sports, Inspiresport, Gullivers Sports Travel Ltd., Dream Team Sports Tour, Navigo Sports Tour LLC, Allsports Travel, Australian Sports Tours, Premium Sport Tours, La Vacanza Travel, XL Sports Tours, MATCH Hospitality, THG Sports, QuintEvents, Club Europe Holidays Ltd.

Key market players performing well in India's sports tourism market are Dream Set Go, Fan2 Park. Sports Travel, Expedia, Sports Connect, Fanatic Sports, Melsh Sports Tours, Ananta Group, Thomas Cook, La Vacanza Travel Pvt. Ltd., Leisure Sports Travel, Travel Sports, World Sports Travels, Sports Tour Packages, Adventures365.in, Adventure Nation, Trekking in India, The Great Next - Adventure Tours, India Boats.

Emerging trends and forecasts

Looking ahead, sports tourism in India is poised for exponential growth:

- Market expansion: Projected to double to INR 14,800 Crore by 2030, driven by mega-events, participatory sports, and adventure activities.
- Hybrid sports + wellness tourism: With India's leadership in yoga and Ayurveda, expect integrated packages that combine fitness camps, trekking, meditation, and sporting experiences.
- Niche sports and new formats: Growth in golf tourism (Delhi NCR, Karnataka, Kerala) and indoor cricket/football academies attracting foreign teams for off-season training.
- Digital amplification: OTT platforms and social media will amplify visibility of India as a host destination, making local events globally discoverable.
- Regional tourism hubs: States like Odisha, Gujarat, and Goa will continue branding themselves as sports tourism leaders through marquee events.

Strategic takeaways

For India to truly leverage sports tourism as a growth driver, the following imperatives stand out:

- Diversify beyond cricket: While cricket is the anchor, India must build sustainable tourism propositions around hockey, football, athletics, and adventure sports.
- Invest in infrastructure: Stadiums, training facilities, airports, and hotels must be designed to world-class standards to attract recurring international events.
- Public-Private collaboration: Governments, federations, and corporates must work in tandem to market destinations, bid for global events, and ensure seamless execution.
- Brand India as a sports destination: Just as India is globally known for yoga and Ayurveda, it can build a reputation for mega-events + adventure sports + wellness-integrated sports tourism.
- Local economic impact: Sports tourism can generate large-scale employment, SME opportunities, and urban development, making it a key lever of inclusive growth.

Future roadmap

Sports tourism is growing through marathons, cricket tours, and adventure sports. Mega events and enclaves promise to make India a global destination.

- Create packaged sports-tourism circuits across states, bundling itineraries that connect sport with culture and travel
- Develop stadium tours, museums, and fan experiences, turning iconic venues into year-round attractions
- Link sports tourism with MICE and adventure sports policy, integrating sport with business and leisure to drive revenues.

Athlete economy

The athlete economy: Building an ecosystem around athletes

The journey of an athlete is no longer just about sporting performance it is the foundation of an entire economic ecosystem. From the grassroots level where young talent is first identified, to the professional stage where athletes compete at the highest level, every step of the pathway generates opportunities, creates employment, and drives commercial value. Schools, academies, and local federations act as the first touchpoints, nurturing skills and introducing structured training. As athletes graduate to national circuits, leagues, and international events, they transform into both performers and assets fueling industries far beyond the playing field.

Around every athlete exists a network of support professionals that keeps this ecosystem alive. Coaches, scouts, trainers, nutritionists, sports scientists, physiotherapists, and psychologists form the backbone of performance. Beyond the field, agents, marketers, broadcasters, and content creators amplify the athlete's image and connect them with fans, brands, and media. Technology platforms from performance analytics to fan-engagement apps further accelerate this cycle, while healthcare providers, equipment manufacturers, and grassroots program organisers build parallel industries.

The economic ripple effect is substantial. Each athlete at the professional level directly sustains dozens of careers in allied professions, and indirectly inspires new business opportunities whether through academies they establish, merchandise they endorse, or digital content they drive. Women athletes and para-athletes are expanding the canvas even further, attracting new categories of brands and audiences, and highlighting the inclusive power of sport.

In this sense, the "athlete economy" is not limited to the medals they win or the leagues they play in. It is about how one athlete's journey can anchor an entire ecosystem of services, professions, and businesses spanning from grassroots coaching to global endorsements. By investing in athletes, a nation invests in a multiplier effect: building healthier citizens, stronger communities, and a commercially sustainable sports industry.

These opportunities also provide athletes to choose their career path post their playing career and hence carries weightage from a sports ecosystem perspective

The overall estimated size of the "Athlete economy" is around INR 6800 Cr (USD .8 Billion) for 2024-25.

Professions businesses around athlete economy

The business of sports in India has grown far beyond athletes and federations. It now sustains an entire ecosystem of **professions and small enterprises** that together power participation, performance, and consumption. These roles also provide athletes with post-career pathways, ensuring their skills and experience continue to enrich the ecosystem. These professions and small enterprises form the **backbone of the Indian sports economy**, opening up diverse employment and entrepreneurial opportunities well beyond mainstream leagues.

Key professions and small businesses

Coaching and academies: Private coaching centres, cricket nets, football schools, badminton halls, and multi-sport academies.

Sports science and institutes: Strength and conditioning coaches, performance analysts, sports psychologists, biomechanics experts.

Sports medicine and physiotherapy: Clinics, physiotherapists, rehab centres, nutritionists, and injury management specialists.

Broadcasting and media careers: Commentators, analysts, sports journalists, OTT production teams, digital content creators.

Event and league management: Local event organisers, league managers, sponsorship consultants, logistics firms.

Fitness and wellness studios: Gyms, yoga centres, CrossFit studios, cycling clubs, boutique fitness outlets.

Turf and facility rentals: Pay-and-play turfs for cricket, football, futsal, and other recreational formats.

Merchandise and equipment stores: Small retailers and e-commerce sellers dealing in sports gear, apparel, and accessories.

Business Impact and economic potential

A Multi-Billion-Rupee Opportunity
When combined, these professions and small enterprises create a **large and fast-growing economy**. From grassroots coaching centres to organised events and digital start-ups, the numbers highlight the immense commercial potential of this sector. The professional and small-business layer of India's sports economy already runs into **tens of thousands of crores**, and with fitness and participatory sports on the rise, its economic role will only accelerate.

Key business highlights:

Coaching and academies: Annual market size estimated at **INR 2000+ crore**, with academies enrolling hundreds of kids per city.

Sports medicine and physiotherapy: A **INR 500 crore market**, growing steadily at 8–10 percent annually.

Broadcasting and media careers: Sports media is a **INR 12,000 crore industry**, with OTT creating new job categories.

Event and league management: Valued at **INR 2,500–3,000 crore annually**, with corporate leagues and local tournaments booming.

Turf and facility rentals: Over **12,000+ turfs**, each generating **INR 2–5 lakh per month**; sector growing at 20 percent CAGR.

Event organisers: City marathons and cycling events generate **INR 50–200 crore per year in local impact.**

Merchandise and equipment retail: Growing at 15% CAGR, driven by cricket, badminton, and fitness gear.

Future roadmap

Athletes today require more than just coaching they need science, medicine, psychology, and management. Post-retirement, many also look for transition opportunities.

- Create a registry of certified sports support professionals, standardising quality and boosting credibility in allied careers.
- Expand Centres of Excellence to include allied services, integrating sports medicine and psychology with elite training.
- Fund athlete transition programs into business or coaching, securing livelihoods and retaining sporting talent.

Global Capability Centres – Rising opportunity for India

Understanding GCC and Sports GCC in India

Global Capability Centres (GCCs) also known as captive centres or global in-house centres are offshore hubs where multinational companies centralize key functions such as technology, analytics, digital commerce, R&D, and operations (finance, HR, marketing, Logistics). They allow organisations to harness global talent pools, reduce costs, and build specialised expertise that feeds directly into their global business models.

In the context of sports, GCCs are emerging as a powerful enabler of growth and innovation. Sports GCCs are not just "back offices" they are increasingly becoming strategic engines for:

- Data analytics and insights: Building advanced models for match statistics, athlete performance, betting integrity, and fan engagement.
- Digital products and platforms: Developing and managing global sports apps, OTT platforms, ticketing systems, and e-commerce marketplaces.
- Fan engagement technologies: Using AI, AR/VR, and personalization engines to create immersive fan experiences.
- E-commerce and merchandising: Running end-to-end merchandising platforms for apparel and fan gear, integrating supply chains with global sports retail.
- Sustainability and reporting: Driving corporate sustainability goals for apparel giants and leagues, with India-based teams managing lifecycle analytics and ESG reporting.

Globally, GCCs have become a preferred model for industries such as finance, technology, and healthcare. Now, as the sports industry becomes more data-driven, digital-first, and global, GCCs are beginning to play a central role in shaping how leagues, brands, and federations operate.

India, with its deep technology talent, cost efficiencies, and established GCC ecosystem (1,580+ centres across sectors as of 2024), is a natural hub for this emerging segment. Sports GCCs in India are already supporting global leagues (ATP Tour, EPL, NFL, NBA), apparel and equipment giants (Nike, Adidas, Puma, Decathlon), and sports-tech firms (Fanatics, Sportradar, Genius Sports).

In essence, Sports GCCs in India represent the convergence of technology, commerce, and sports, positioning the country as a backbone for global sports innovation and operations.

Current sports GCC market dynamics in India

India today is recognised as the world's largest hub for Global Capability Centres (GCCs), with over 1,580 centres employing more than 1.6 million professionals (NASSCOM 2024). While BFSI, IT services, and healthcare have traditionally dominated, sports-focused GCCs are now an emerging but rapidly growing niche. The Sports GCC is estimated to be around INR 4300 Cr (USD 500 Million).

GCC market for sports is estimated at

USD 500 million (INR 4300 cr)

Source: KPMG India analysis 2025

1. **Locations and talent clusters**

   The main GCC hubs in India Bengaluru, Hyderabad, Pune, NCR, and Chennai are also where sports GCCs are concentrating. These cities provide the critical mix of IT talent, AI/analytics specialists, and digital commerce expertise required by global sports organisations. Hyderabad, in particular, is positioning itself as a new-age hub for sports merchandising and fan commerce, while Bengaluru leads in sports analytics and digital platforms.

2. **Key players in india's sports GCC landscape**

   - Fanatics (Hyderabad, 2023): Runs global digital commerce and merchandising platforms for leagues like the NFL, NBA, EPL, and MLB. Its Hyderabad GCC is core to Fanatics' plan of making India a global merchandising hub.
   - Decathlon tech hub (Bengaluru): Manages global e-commerce platforms, omni-channel retail operations, and digital supply chain innovation.
   - Genius sports and sportradar (multiple Indian hubs): Provide real-time sports data, betting integrity services, and analytics for leagues worldwide, using India as their technology backbone.
   - Nike, Adidas, Puma: Operate GCCs that manage digital supply-chain visibility, sustainability reporting, and product lifecycle analytics from India.
   - In July 2025, one of the world's leading sports streaming platform, UK based company DAZN opened India's first sports technology global capability centre (GCC).

   The centre is expected to create around 3,000 jobs by the end of 2026, setting itself to become DAZN's largest global hub. Reports indicate that DAZN plans to invest INR 500 crores over the next three years to expand operations in Hyderabad. The focus of the centre will be on developing advanced sports technology, using AI and real-time analytics, while also working with academic institutions for training, research, and job creation. In India, they are set to bring combat sports like championship boxing, original shows, and documentaries.

3. **Shifting perceptions – From support to strategy**

   A few years ago, GCCs in India were seen largely as cost-saving back offices. Today, they are central to the innovation pipelines of global sports companies. Instead of just coding or back-end IT support, Indian teams are:

   - Building AI-driven fan engagement tools for leagues.
   - Running e-commerce operations at global scale.
   - Managing real-time data analytics for matches across continents.
   - Designing sustainability solutions for sports apparel supply chains.

4. **Employment and economic impact**

   Sports GCCs are creating a new category of high-skill jobs in India spanning AI engineers, sports data scientists, AR/VR designers, digital marketers, and e-commerce product managers. While small in volume today, analysts estimate sports GCCs could employ 15000-20000 professionals by 2030, forming a USD 2–3 billion segment within India's USD 100B GCC industry.

5. **Government and ecosystem enablers**

   - India's GCC growth is supported by national initiatives like Digital India, Startup India, and the upcoming Sports Governance Bill 2025 which creates policy synergy.
   - State governments, especially Telangana (Hyderabad), Karnataka (Bengaluru) and TN are aggressively marketing their cities as sports-tech destinations, offering infrastructure and incentives for GCC expansion.

Strategic takeaways

1. **India as the sports tech and commerce backbone**

   Sports GCCs are evolving into the digital and operational backbone of the global sports economy. With Fanatics running global merchandising from Hyderabad, Infosys powering ATP's digital experiences, and Decathlon building e-commerce platforms from Bengaluru, India is no longer a support destination   it is the engine room of innovation. The country's scale of tech talent, combined with cost advantages, positions it as the most strategic GCC hub for global sports.

2. **Shift from cost centres to innovation hubs**

   The traditional narrative of GCCs being "back-office cost savers" is outdated. Today, Indian sports GCCs drive AI, data science, fan engagement, and sustainability innovations that directly shape consumer experiences and revenue models. This transition means India is now influencing how fans watch sports, how teams monetize, and how brands connect with consumers.

3. **Opportunity for multi-sport expansion**

   Cricket may dominate sports commerce in India, but GCCs here are serving multi-sport clients   from tennis (ATP) and football (EPL) to American leagues (NFL, NBA). Also organisations like FIFA, IOC can be approached This cross-sport involvement not only diversifies India's role but also exposes domestic talent to global best practices, which can then be repurposed for Indian leagues and franchises.

4. **Integration with manufacturing and retail**

   India is already a hub for sports goods manufacturing (Jalandhar, Meerut, Kashmir willow, etc.). With GCCs now driving digital commerce, supply-chain analytics, and product design, there is a powerful opportunity for integration between manufacturing and digital GCCs. This could make India a design-to-delivery hub for global sports retail and equipment.

5. **Employment, skills and policy synergy**

   Sports GCCs have the potential to create 50000+ high-skill jobs by 2030, across domains like AI, sports analytics, AR/VR, digital marketing, and e-commerce. For this potential to be realized, policy alignment is crucial. The Sports Bill 2025, combined with Digital India and Startup India, can create the right framework for scaling sports GCCs. Additionally, targeted skill development programs in sports analytics, esports, and digital media will ensure India continues to be a talent-rich destination.

Future roadmap

India is already a hub for IT and shared services. Sports GCCs are emerging as centres for analytics, fan engagement, and digital content production for global leagues.

- Position India as a hub for global sports data and content GCCs, leveraging IT talent to attract outsourcing by international leagues
- Offer tax incentives for GCCs supporting global leagues (NBA, EPL), which will attract multinational teams to set up Indian centres.
- Build AI-driven fan labs in India for international sports businesses, making the country a back-end hub for innovation.

Summary and recommendation

Business of Sports in India Summary

Current market

- Current Market Value - **USD 19 Billion** (INR1.3 lakh crore, FY24–25).
- Market Growth Rate - It is projected to grow at a **CAGR of 12-14%**
- Future Growth of the Sports Industry by 2030 - **USD 40 Billion**

Most watched sports

#1 Cricket
IPL 2025 final drew 169M TV viewers, clocking 840B viewing minutes.

#2 Kabaddi
Pro Kabaddi crossed 200M+ TV viewers for multiple seasons.

#3 Football (soccer)
EPL, La Liga, ISL and other global leagues.

#4 Pro Wrestling (WWE)
Among top digital sports properties in India with massive fan engagement.

#5 Badminton
BWF tournaments

Most played sports

- Cricket
- Badminton
- Football (Soccer)
- Table Tennis
- Volleyball

Top leagues

1	**Indian Premier League (IPL)** - USD 18 billion in 2025 a 13 percent year-on-year jump.
2	**Pro Kabaddi League (PKL)**- 226 million viewers marking a 17 percent increase in reach over Season 9.
3	**Indian Super League (ISL)** - The 2024-25 season 14 teams competing with high turnout in stadiums
4	**Women's Premier League (WPL)** - The inaugural match of the WPL season garnered a viewership of over 40 million.

Key sectors of the sports ecosystem

1 Sports goods & manufacturing
A strategic sector under the Sports Ministry, focused on boosting innovation and making India a global player in sports goods.

2 Sports Infrastructure
Foundational for long-term talent development, powered by government initiatives like Khelo India and Fit India.

3 Media rights
A major revenue driver in Indian sports, with IPL media rights fetching **INR 48,390 crore**, making it one of the world's most valuable sports properties per match.

4 Government – Central and state
Government funding in Indian sports is primarily directed through schemes like Khelo India, TOPS (Target Olympic Podium Scheme) and infrastructure development, focusing on athlete training, grassroots promotion and international competitiveness.

5 Sports Tourism
Sports tourism driven by events like the IPL, marathons and international tournaments, contributing significantly to hospitality, travel and local economies.

Fastest growing sub-sectors

1. Sports Technology
2. Sports Leagues
3. Infrastructure
4. Corporate Investments in Sports
5. Sports Events

Challenges in the sectors

1	Sports goods exports strong (Meerut, Jalandhar, Ludhiana), but scaling and global branding remain weak.
2	Cricket dominating the landscape. Others sports to pick up.
3	CSR inflow to sports lack's structure and accountability.
4	Performance of India in major events like Olympics and World championships.
5	Infrastructure development and effective usage.

Future trends

1	India's sports ecosystem is undergoing a transformative shift, driven by governance reforms, inclusive funding, and private sector participation.
2	Strategic investments in multi-sport leagues, grassroots development, sports-tech startups, and infrastructure are diversifying revenue streams and fostering long-term sustainability.
3	India is emerging as a global sports leader by combining innovation, incentives, athlete development, and world-class event hosting—driven by data, talent, and a vibrant sports economy.

Building India's sporting future – Final word

India's sports ecosystem stands at a pivotal moment a fertile intersection of policy momentum, grassroots potential, entrepreneurial energy, and global ambition. While the nation's passion for cricket remains unparalleled, India's long-term sporting success depends on expanding that passion across disciplines, creating sustainable infrastructure, leveraging technology, and institutionalizing professionalism.

India must urgently address the under-utilisation of infrastructure, enhance private sector involvement, and strengthen governance paving the way for a thriving, multi-sport future. The ambition is clear: to shift from episodic achievements to a sustained sporting culture that nurtures talent, drives economic activity, and builds international competitiveness.

Strategic pillars for India's sporting leap

1. Maximise sports infrastructure utilisation

India has invested heavily in world-class venues for mega events, yet utilisation beyond marquee tournaments remains low. To unlock full value:

- Multi-Use Venues: Repurpose stadiums for training, leagues, fitness academies, and community recreation, ensuring year-round activity.
- PPP-Driven Sports Hubs: Encourage private developers to co-create regional sports clusters with stadiums, hostels, physiotherapy centres, and fan zones.
- Digital Asset Management: Use smart booking systems, sensors, and AI-based scheduling to track utilisation and optimise access.

2. Catalyse private sector investment

The Indian sports economy cannot thrive on government budgets alone. A structured investment ecosystem is critical:

- CSR incentives for grassroots sports, coaching infrastructure, and women's leagues.
- Tax breaks and sponsorship Pools that attract corporates and unlock new revenue streams.
- Sports as business: Encourage franchise ownership, athlete management, and data-driven fan engagement as profitable ventures.

3. Raise federation governance standards

Federations are custodians of athlete pathways and competition structures. Governance reforms are central:

- Merit-based appointments over patronage-driven roles.
- Regulatory oversight with third-party audits, athlete grievance systems, and transparency norms.
- Investor confidence built on credible, professional governance.

4. Support diverse sports development

India must expand beyond cricket to embrace multi-sport growth:

- Emerging sports infrastructure in Tier-2/3 cities.
- Grassroots leagues for under-17 and under-21 levels.
- Coaching and scouting powered by scholarships and digital talent-ID systems.
- Gender inclusion through dedicated facilities, incentives, and equal visibility.

5. Leverage technology for sporting excellence

Technology is the game-changer for India's sporting ambitions:

- Performance analytics: AI, wearables, and video analytics to enhance athlete training and injury prevention.
- Fan engagement: OTT platforms, AR/VR match experiences, and gamified apps to deepen fan loyalty.
- Grassroots reach: Mobile-first e-learning for coaches, digital talent scouting, and online training modules.
- Smart venues: IoT-enabled stadiums with cashless ticketing, energy efficiency, and immersive fan zones.

Building India's sporting future – Final word

6. Strengthen sports manufacturing and exports

India is already a major global supplier of sports goods (Meerut, Jalandhar, Ludhiana), but scale and branding remain challenges:

- Domestic clusters: Upgrade traditional hubs with modern machinery, R&D, and quality control.
- Make in India sports brands: Develop indigenous equipment and apparel brands to rival global giants.
- Export competitiveness: Enhance supply chains, certifications, and trade access to capture larger global share.
- Innovation in equipment: Partner with startups/universities to develop performance-driven, sustainable products.

7. Leverage tourism and cultural linkages

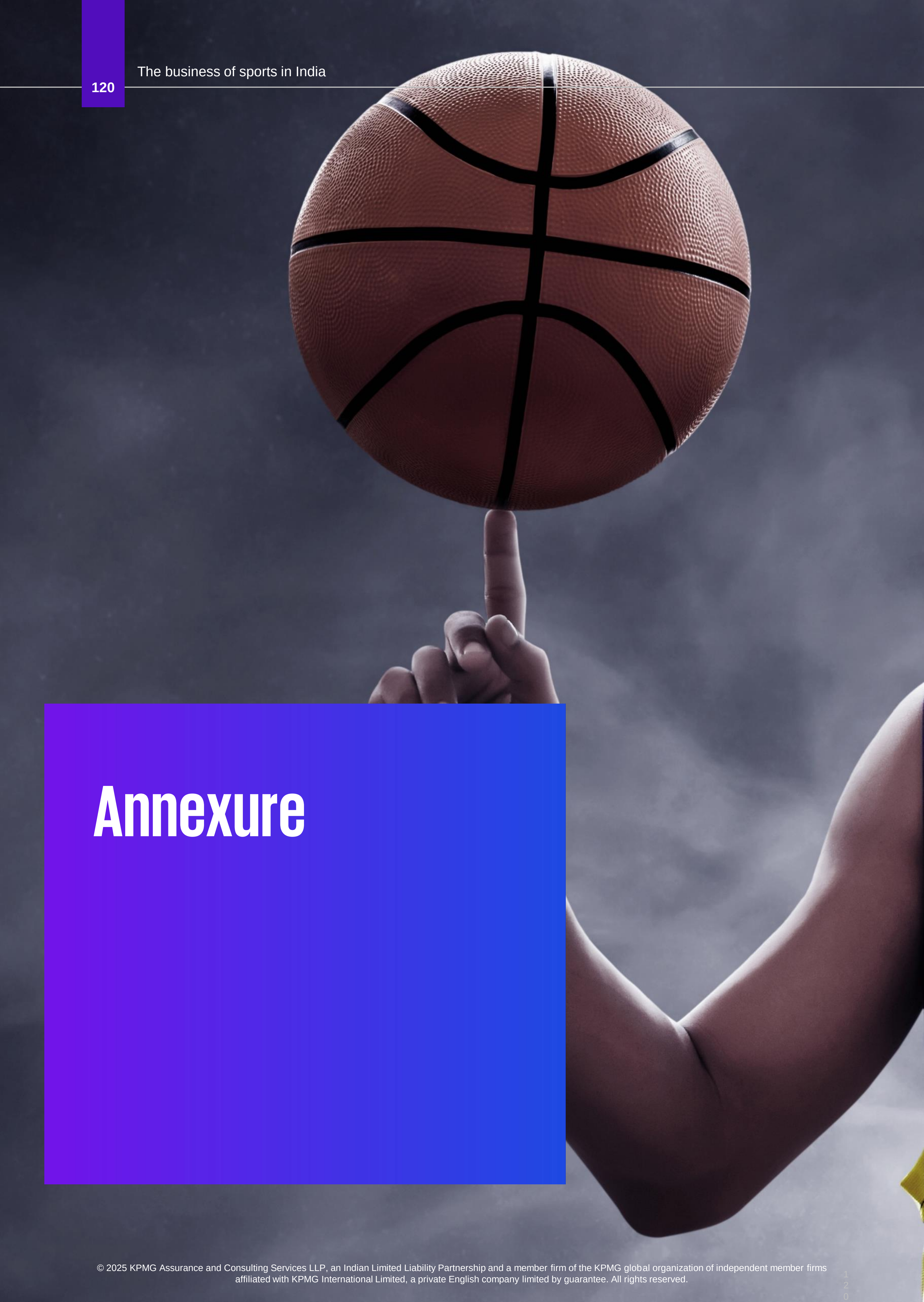
Sports and tourism intersect powerfully when events double up as economic and cultural catalysts:

- Destination branding: Develop circuits linking sports with local festivals and heritage.
- Mega event infrastructure: Use Asian Games, World Cups, and global tournaments to drive urban regeneration.
- Sustainable tourism: Embed eco-friendly practices for long-term impact.

Conclusion: From Cricket Nation to Sporting Nation

India's next sporting leap requires a whole-of-ecosystem effort government, private sector, federations, athletes, and fans working in sync. Technology, infrastructure, investment, and manufacturing are the building blocks of a holistic sports economy.

The opportunity is not just to win medals or host tournaments, but to embed sport as a driver of health, employment, exports, and social cohesion. With reforms and innovation, India can transition from being a cricket nation to a true sporting nation a model of diversity, professionalism, and global ambition.



Annexure

Methodology note -Approach to arriving at numbers

1. **Secondary research**
   - Collected published data from government reports, industry associations, and credible research firms.
   - Reviewed annual reports of sports federations, leagues, and corporate filings of sports businesses.
   - Extracted information from media coverage, press releases, and event-specific announcements.
2. **Estimation and triangulation**
   - Top-Down Approach: Used macro data (e.g., Ministry of Youth Affairs & Sports budgets, KPMG/ to derive industry-wide trends.
   - Bottom-Up Approach: Aggregated from micro sources such as team revenues, sponsorship deals, ticket sales, and viewership data to validate larger industry estimates.
   - Benchmarking: Compared Indian sports metrics with international markets (adjusted for per capita GDP, digital penetration, and media spend patterns).
   - Cross-checked multiple data points to eliminate outliers and maintain realistic ranges.
3. **Viewership and participation estimates**
   - Relied on BARC India data for TV sports reach and engagement.
   - Used TRAI, and OTT platforms' disclosures for digital sports consumption.
4. **Financial and investment tracking**
   - Tracked central and state budget allocations for sports development.
   - Mapped private investments via venture funding databases and news reports.
   - Captured sponsorship values from industry trackers like GroupM ESP's Sporting Nation reports.

Representation and caveats

- Numbers are indicative estimates, not audited financials.
- Some categories (grassroots participation, unorganised sports goods manufacturing) rely on extrapolations due to lack of consistent reporting.
- Data updated till March 2025 with forward-looking estimates where relevant.
- Exchange rate of 85 Rs against 1 dollar has been used for calculation purposes
- Please reach out through KPMG India website for any clarification/remarks

Sub-sector category landscape 1/2

Sr. No.	Sub-Sector	Category
1	Central & State Departments	• Ministry of Youth Affairs & Sports • Khelo India Flagship Scheme • Special infrastructure allocation • State Budgets
2	Governing bodies	• Autonomous Body - The Board of Control for Cricket in India (BCCI) • Sports Authority of India (SAI) • National Sports Federations (NSFs) • Indian Olympic Association (IOA) • State Sports Associations (SSAs) • District Sports Associations (DSAs)
3	Sports clubs	• National, State, District, League, City Clubs
4	Sports leagues	• Professional Franchise Leagues (IPL, ISL, PKL, WPL, PVL, UKK) • State & National Leagues (Khelo India Games, Santosh Trophy, Ranji Trophy, National Games)
5	Sports media & sponsorships	• TV - Media right and Sponsorships • Digital - Media rights and Sponsorship • Print Advertising
6	Sports manufacturing	• Sports equipment and goods • Apparel and footwear • Niche and specialised equipments
7	Sports infrastructure	• Sports Stadiums i.e. cricket, football, hockey etc. • Niche Infrastructures i.e. pickleball courts, skating rinks, climbing walls, etc. • Multi-sport facilities • Para sports infrastructure • Green and smart infrastructure • Stadium maintenance and upgrade
8	Venture Capilatlist (VC) funding	• VC • Private Equity (PE) fundings
9	Corporates	• Owning teams and leagues Building academies Funding grassroot talents Sponsorships • Media rights Infrastructure investments Technology investments

Sub-sector category landscape 2/2

Sr. No.	Sub-Sector	Category
10	Sports technology	• Fan and media technologies • IT Services for Sports sector • Performance and Athlete Tech • Sports commerce and venues • Data analytics and insights • Education, fitness and Community software
11	Esports	• Esports • Gaming and RMG are not covered
12	Sports education	• Government-led institutions Universities (Central and State) Private specialist schools Short-term & certifications Overseas pathways
13	Sports events	• City-level and community events - Marathons (Mumbai, Delhi, Bengaluru), cycling events, corporate tournaments, society leagues. • State and national-level events - Khelo India Youth Games, Santosh Trophy (football), Ranji Trophy, National Games. Professional franchise leagues - IPL, Pro Kabaddi League, ISL, WPL, PVL, UKK. • International and mega events - 2010 Commonwealth Games (Delhi), 2023 Men's Hockey World Cup (Odisha), ICC Cricket World Cup 2023, Asian Athletics, Formula E Hyderabad.
14	Sports tourism	• Inbound Tourism - IPL, ICC World Cups, Boat races, Marathons, Leagues • Outbound Tourism - Marathons, ICC events, F1, Grand slams, Adventure Sports
15	Athlete economy	• Coaching & academies • Sports science & institutions • Sports medicine and physiotherapy • Broadcasting & media careers • Event and league management • Fitness and wellness studios • Turf and facility rentals
16	Global Capability Centres (GCCs)	• Data analytics and insights • Digital products and platforms • Fan engagement technologies • E-commerce and merchandising

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Glossary

ICC - International Cricket Council	DSA - District Sports Associations
IOC - International Olympic Committee	PPP - Public Private Partnerships
NFL - National Football League	TOPS - Target Olympic Podium Scheme
NBA - National Basketball Association	FIFA - Federation International Football Association
PKL - Pro Kabaddi League	BWF - Badminton World Federation
ISL - Indian Super League	FIH - International Hockey Federation
MYAS - Ministry of Youth Affairs & Sports	PBL - Premier Badminton League
WPL - Women's Premier League	NCOE - National Centers of Excellence
OTT - Over the Top	STC- Sports Training Centers
LATAM - Latin America	SAG - Special Area Games Centers
NSB - National Sports Board	NSB - National Sports Board
RGKA - Rajiv Gandhi Khel Abhiyan	WADA - World Anti-Doping Agency
USIS - Urban Sports Infrastructure Scheme	NADA - National Anti-Doping Agency
NSTSS - National Sports Talent Search Scheme	CAS - Court of Arbitration of Sport
KIYG - Khelo India Youth Games	SCOR - State Centers of Excellence
KIUG - Khelo India University Games	IPL - Indian Premier League
KIWG - Khelo India Winter Games	GCL - Global Chess League
CFI - Cycling Federation of India	EPL - English Premier League
MRIIRS - Manav Rachna International Institute of Research and Studies	UTT - Ultimate Table Tennis
CAGR - Corporate Annual Growth Rate	PVL - Prime Volleyball League
BCCI - Board of Control for Cricket in India	UKK - Ultimate Kho Kho
PLI - Production Linked Incentives	HIL - Hockey India League
FTA - Free Trade Agreement	PPL - Pro Panja League
ONDC - Open Network for Digital Commerce	I League - Football
TSW - The Sports Women	CSR - Corporate Social Responsibility
RFYS - Reliance Foundation Youth Sports	ONGC - Oil and Natural Gas Corporation
RFYC - Reliance Foundation Young Champs	BPCL - Bharat Petroleum Corporation Limited
IIS - Inspire Institute of Sport	SAIL - Steel Authority of India Limited
NCC - National Cadet Corps	CIL - Coal India Limited
NSS - National Service Scheme	IOCL - Indian Oil Corporation
PE - Physical Education	BHEL - Bharat Heavy Electronics Limited
IP - Intellectual Property	GAIL - Gas Authority of India Limited
GCC - Global Capability Centers	NEP - National Education Policy
SAI - Sports Authority of India	BBFS – Bhaichung Bhutia Football Schools
IOA - Indian Olympic Association	INR – Indian Rupee
NSF - National Sports Federations	USD – United States Dollor
SSA - State Sports Associations	

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