INSMA

NAVI MUMBAI 2025
INDIAN SPORT MANAGEMENT CONFERENCE

Jio Institute
LEARNING FOR LIFE

2nd Edition

Indian Sport Management Conference 2025

19th December, 2025 | Jio Institute Campus, Ulwe, Navi Mumbai

COMPENDIUM

Theme

OLYMPIC VISION 2036

Converging India's Aspirations, Capabilities and Competencies for a Global Sporting Stage



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Foreword

The Research Compendium represents a strategic step in Jio Institute's mission to contribute meaningfully to the evolution of India's sporting ecosystem. It is anchored in Reliance's long-term commitment to strengthening sport in India through sustained investment in education, infrastructure, research, and ecosystem development.

Bringing together collaboration between academia and industry, the compendium presents rigorous research, contemporary methodologies, and evidence-based insights that inform decision-making across policy, governance, infrastructure, and performance.

The compendium reinforces the role of research as an enabler of sustainable growth—supporting talent development, institutional capacity building, and long-term competitiveness across the sporting value chain. This collective effort reflects a shared commitment to strengthening systems rather than isolated outcomes.

We believe the perspectives and frameworks presented here will serve as a valuable resource for stakeholders shaping the future of Indian sport and contribute constructively to the nation's broader ambition of emerging as a credible host of the 2036 Olympic Games.



Dr Palak Sheth
Project Director,
Jio Institute



Dr Sahen Gupta,
VP of Research,
INSMA Editor



Dr Sandhya Manjunath,
General Secretary,
INSMA Editor

This research compendium was a transformative step for INSMA's contribution to Indian sport, bridging industry and academia to unlock unprecedented opportunities. It brings cutting-edge insights, innovation, and evidence-based strategies that align with global best practices and Olympic aspirations. By fostering collaboration between stakeholders, it empowers the ecosystem to thrive, fueling performance, policy, and progress for a new era of excellence in Indian sports. We go further together, and this is an example of that.

Acknowledgements

The Editorial Committee of the INSMA 2025 Conference Compendium and Jio Institute extend their sincere gratitude to all individuals and institutions whose support made this publication possible. We express our deep appreciation to the Indian Sport Management Association (INSMA) and Jio Institute, whose vision, leadership, and collaboration have shaped this year's conference under the theme "Olympic Vision 2036: Converging India's Aspirations, Capabilities and Competencies for a Global Sporting Stage."

We thank the INSMA Academic Committee, reviewers, and subject-matter experts for their rigorous and constructive evaluations, ensuring the scholarly integrity and thematic alignment of every abstract featured in this compendium. Their commitment to academic excellence has greatly enriched the quality of this collection.

Our heartfelt thanks go to the presenters, researchers, practitioners, and students whose submissions reflect the depth, diversity, and innovation emerging within India's sport management landscape. Their contributions advance critical dialogue across the pillars of Talent, Technology, and Tenacity, and strengthen India's pursuit of Olympic excellence.

We also acknowledge the unwavering support of our partners, organising team members, and volunteers, whose meticulous efforts enabled the seamless preparation of this compendium.

Finally, we extend our gratitude to the broader INSMA and Jio Institute community for fostering a vibrant, collaborative, and forward-thinking environment for sport management scholarship in India.









Honouring the voices shaping and advancing knowledge, innovation, and India's Olympic ambition.

Conference Overview

India’s sporting landscape is evolving rapidly, with rising global visibility, wider grassroots participation, and a growing emphasis on high-performance systems. As leagues expand, infrastructure strengthens, and talent pathways mature, the country stands at the cusp of becoming a formidable sporting nation.

The 2nd Indian Sport Management Conference (ISMC 2025), co-hosted by Indian Sports Management Association (INSMA) and Jio Institute, aims to be India’s largest and most influential platform for dialogue, innovation, and collaboration in sport management. Bringing together academia, industry leaders, policymakers, athletes, and global experts, the event aspires to shape the future of India’s sporting ecosystem.

Conference Theme

Olympic Vision 2036: Converging India’s Aspirations, Capabilities, and Competencies for a Global Sporting Stage

This theme encapsulates India's aspiration toward hosting and excelling at the 2036 Olympics by bringing together three critical pillars: human capital development (talent), digital innovation and sports science (technology), and unwavering determination backed by strategic policy frameworks

Interlinked Themes

- High-Performance Excellence & Global Competitiveness
- Inclusivity, Diversity & Social Impact through Sport
- Sports Economy, Entrepreneurship & Sustainability
- Technology, Innovation & Sport Science
- Grassroots & Mass Participation Movement
- Policy, Governance & Strategic Partnerships

Conference Objectives

ISMC 2025 unites stakeholders to advance global excellence, economic growth, mass participation, and social inclusion in sports, fostering innovative, sustainable, and ethical solutions for India's sporting future.

The conference aims to:

Foster Knowledge Exchange & Collaboration

Build bridges between theory and practice to transform India's approach to sports development.

Advance Olympic Readiness

Position India not just to host, but to excel on the world's biggest sporting stage.

Bridge Research and Practice

Translate academic insights into on-ground impact for athletes, coaches, and administrators.

Drive Technology Integration

Harness innovation and data science to give Indian athletes a decisive competitive edge.

Strengthen Policy Frameworks

Establish the governance foundation for sustainable, long-term sporting success.

Expand Professional Networks

Encourage meaningful connections across India's sports ecosystem to accelerate collective growth.

Who should attend?

- Academician & Researchers
- Policymakers & Administrators
- Industry Professionals
- Aspiring Sport Managers
- Athletes & Coaches
- Students

Key Takeaways

For Academicians & Researchers

- Present your research to 400+ industry professionals and policymakers
- Engage with 25+ research presentations across four specialised research areas

For Industry Professionals

- Learn from industry leaders including CEOs, Olympic athletes, and sports administrators
- Discover innovative business models, technologies, and strategies transforming sports

For Students & Aspiring Sports Managers

- Gain exposure to diverse career pathways in sports management
- Network with industry professionals and potential employers

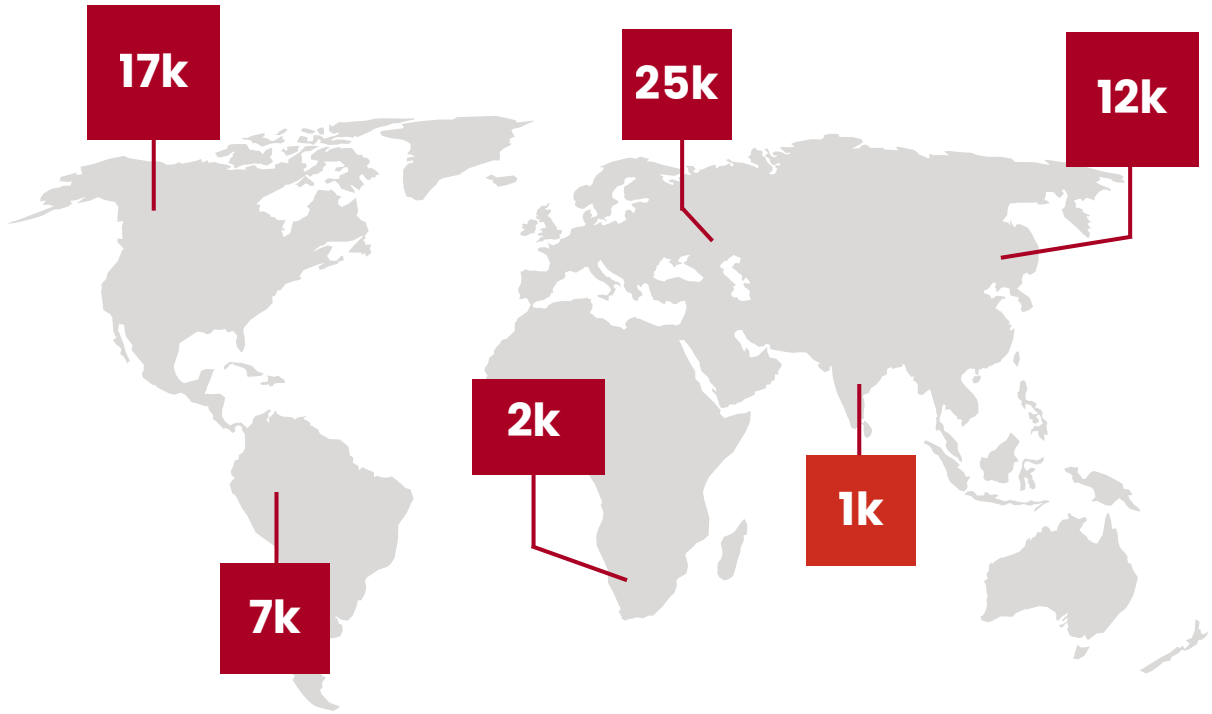
For Athletes & Coaches

- Learn about cutting-edge sports science, data analytics, and performance optimisation
- Hear from Olympic athletes and high-performance directors about their journeys

For Policymakers & Administrators

- Understand global best practices through SPLISS framework and international comparisons
- Engage directly with Ministry officials and state-level sports commissioners

Global Review



The global sport management landscape is increasingly shaped by cross-border collaboration, knowledge exchange, and the integration of international best practices. Recognising this, INSMA is the national catalyst for global partnerships creating platforms that bring leading methodologies, research frameworks, and high-performance insights to India's academic and sport ecosystems. Through its strategic initiatives, INSMA facilitates dialogue between Indian institutions and global experts, enabling the adoption of evidence-based approaches that strengthen governance, athlete development pathways, digital innovation, and sustainable sport systems.

The INSMA 2025 Conference exemplifies this commitment to international collaboration. With participation from over 10 countries, the event unites scholars, practitioners, policymakers, and industry leaders who contribute diverse perspectives on high-performance excellence, sports economy, community sport development, and strategic policy design.
This global footprint not only enriches the academic discourse but also creates actionable opportunities for joint research, curriculum enhancement, student mobility, and comparative benchmarking.

International experts feature prominently across keynotes, panel discussions, and research presentations, offering comparative insights into Olympic systems, technology integration, sport science, and governance reforms.

INSMA drives India's Olympic Vision 2036 by benchmarking global standards, accelerating readiness, and fostering international academic collaboration. These efforts elevate domestic sport management while signaling India's ambition for long-term Olympic leadership."

Conference Partners

LEEDS BECKETT UNIVERSITY
CARNEGIE SCHOOL OF SPORT

PLAYKNOX

IndiaSportsHub

DISCOVERY
SPORT & PERFORMANCE LAB

Atsiy
Awaken The Sportsman In You

KiteTalks
sport + insight + inspiration

About Indian Sport Management Association (INSMA)

The Indian Sport Management Association (INSMA) is India's premier professional body dedicated to advancing sport management scholarship, policy, and practice. Established to strengthen the nation's sporting ecosystem, INSMA serves as a bridge between academia, industry, and government, fostering evidence-based decision-making and innovation. Through conferences, publications, research collaborations, and capacity-building initiatives, INSMA supports the development of skilled sport management professionals and contributes to India's long-term sporting ambitions.

INSMA's flagship event, the Indian Sport Management Conference brings together global experts, researchers, policymakers, and practitioners to address critical themes shaping India's sporting future. The 2025 edition, co-hosted with Jio Institute, centres on Olympic Vision 2036, highlighting the pillars of Talent, Technology, and Tenacity as drivers of global competitiveness and national transformation. INSMA remains committed to strengthening sport governance, inclusivity, and sustainable development as India aspires to emerge as a global sporting powerhouse.



The 2025 edition, themed "**Olympic Vision 2036: Converging India's Aspirations, Capabilities and Competencies for a Global Sporting Stage**," reflects India's ambition to compete, excel and host the 2030 Commonwealth Games leading up potentially hosting the 2036 Olympic Games.

Our Vision

To **drive** sport management scholarship in India by **connecting** scholars and practitioners, **advancing** research, and creating knowledge that **transforms** the nation's sport ecosystem.



Our Mission

1. Amplify impact through strategic partnerships that multiply INSMA's reach and influence across the sport management ecosystem.

2. Establish India's premier sport management conference and journal—partnering with leading publishers and global scholars to break down barriers and elevate Indian research worldwide

3. Bridge academia and industry to inform strategic priorities and accelerate the expansion of India's sport ecosystem.

About Jio Institute

Jio Institute is a multidisciplinary higher education institute set up as a philanthropic initiative by the Reliance Group. The Institute is dedicated to the pursuit of excellence by bringing together global scholars and thought leaders to transform the educational landscape in the country and providing an enriching student experience through world-class education. Our founders Smt. Nita Ambani and Shri Mukesh Ambani firmly believe in the power of youth to transform India. It is this belief that was instrumental in setting up Jio Institute. The Institute's 52-acre residential campus in Ulwe, Navi Mumbai boasts of cutting-edge infrastructure designed to provide an enriching academic experience and a vibrant campus life.

Our Vision:

- Be an exemplary Indian academic institution of international repute
- Build a vibrant ecosystem for research, innovation, and entrepreneurship
- Be India's test bed for frontier research and invention of future technologies
- Prepare the next generation of leaders and entrepreneurs through holistic development
- Significantly contribute to the advancement of society
- Solve India's problems and solve them fast
- Provide a lifelong learning experience



Jio Institute: Sports Management Programme

The emerging domain of Sports Management

This programme is designed to equip students with the knowledge, skills, and exposure required to build a successful career in the sports industry. The programme covers core concepts in Management, Marketing, Strategy, and Analytics while also offering in-depth exposure to key domain areas.

Who is it for?

- Athletes Sports Enthusiasts
- Sports Administrators
- Sports Entrepreneurs

The New Age Curriculum

The curriculum is designed to equip students with a strong foundation in sport business principles, shaping them for success in the grassroots, regional, national, and international sports industry

Foundation Courses

- Strategic Management for Sports Organisations
- Indian and International Sports Ecosystem
- Business Statistics for Decision Making
- Sports Marketing
- Sports Finance & Economics
- NextGen Sports Research: Methodologies and Applications
- Sports Organisational Behaviour, Leadership & Ethics
- Personal Development for Employability in Sports Industry

Advanced Courses

- Strategic Sports Sponsorship & Partnerships
- Strategic Sports Sponsorship & Partnerships

AI & Analytics

- Sports Consulting

Emerging Area

- Starting New Ventures in Sports

Core Courses

Sports Marketing

- Digital Marketing in Sports
- Fan Engagement & Community Building through Technology
- Sports Promotion, Sales & Monetisation
- Grassroots Sports Ecosystem

AI & Analytics

- Digital Storytelling in Sports
- Sports Data Analytics
- AI in Sports
- Introduction to Consulting

Sports Operations

- Business of Sports Leagues
- Sports Events and Operations

Athlete Management

- Athlete Development & Management

Elective Courses

- Building & Managing a Club or Franchise
- Communication, PR & Sports Writing
- eSports & Gaming
- Sustainability
- Sports Science
- Legal Issues in Sports
- Sports & Diplomacy
- Sports & Politics
- Social Consumption & Production of Sports
- Sports Psychology
- Olympic Studies

Campus Facilities

Jio Institute's 52-acre campus in Ulwe, Navi Mumbai, offers strategic connectivity via multi-modal transport hubs. The facility features state-of-the-art classrooms, smart laboratories, a digital library with one million resources, and multiple other facilities. Sports amenities include a high-performance gym, world-class athletic track, and tennis and basketball courts. The student residences are fully furnished and air-conditioned to ensure student comfort. All these facilities provide excellent infrastructure supporting student life throughout their academic journey at Jio Institutes.



Academic Facilities

- State-of-the-art classrooms
- Digital Library
- Computer Vision Lab
- Fully equipped Media Studio
- Production Control Room
- Audio Editing Bay
- VO Foley Room
- Video Editing Room
- Silent Reading Room
- Discussion & Meeting Rooms
- Spacious Cafeteria
- Multi Purpose Hall (MPH)
- Faculty Offices

Sports & Recreational Facilities

- World Class Athletic Track
- High Performance Gym
- Jogging Track
- Basketball Court
- Tennis Court
- Cricket Pitch
- Indoor Recreational Activity Center

Residential Facilities

- Single & Double Occupancy Rooms
- Lounge Area
- Pantry Services
- Laundromat
- Medical Center



Conference
Schedule

TIME		PARTICULARS
09:00 - 10:00	-	**Registration & Networking** Participants to gather at the Registration Desk - Reception Area for collection of badges and welcome kits
10:00 - 11:20	-	**Inaugural Session (Main Hall)**
10:00 - 10:05	-	**Welcome Address** Dr Palak Sheth, Project Director, Jio Institute
10:05 - 10:10	-	**Special Remarks** Dr Dipak Jain, Vice Chancellor, Jio Institute
10:10 – 10:25	-	**Opening Address** Dr. Sarthak Mondal, President, INSMA
10:25 – 10:40	-	**Keynote Address** Mr Divyanshu Singh, CEO, JSW Sports
10:40 – 10:55	-	**Inaugural Address** Col. N.S. Johal, CEO, Target Olympic Podium Scheme (TOPS), Sports Authority of India (SAI)
10:55 – 11:00	-	Distribution of Participation Certificates to all Research Paper Nominees & Recognition Certificates to Reliance Foundation Athletes
11:00 – 11:15	-	**Chief Guest Address** Ms Vita Dani, Co-Owner, Chennaiyin FC; Chairperson, Ultimate Table Tennis; Promoter, Dani Sports Foundation
11:15 – 11:20	-	**Vote of Thanks** Mr Shiv Shukla, Head- Policy, Strategy & Growth Projects, RIL

TIME		PARTICULARS
11:20 – 11:50	-	**Networking Break**
11:50 - 12:05	-	**Special Global Address** Dr Kamilla Swart – Arries, Associate Professor & Director, Sports – Hamad Bin Khalifa University, Qatar
12:05 – 12:20	-	**Special Address** Shri Narendra Modi, General Manager (Planning & Coordination), Gujarat Sports Infrastructure Development (GSID)
12:20 – 1:05	-	**Panel Discussion - 1** This panel deliberates on India's Olympic Vision 2036 as a mission to build an inclusive and sustainable sporting nation, not just win medals. Bringing together changemakers transforming the ecosystem, the session explores nurturing the next generation of Olympians. The discussion will cover strengthening grassroots programs, creating equitable access, and leveraging technology and governance reforms. Chair: **Mr Ankush Arora**, CEO, Rugby India Moderator: **Dr. Sahen Gupta**, Vice President Research, INSMA Panellists: – **Ms Somya Jain**, Director, Government Consulting, Deloitte India – **Ms Deepthi Bopaiah**, Former CEO and Board Member, GoSports Foundation – **Dr. U V Sankar,** Director Sports -JAIN (Deemed-to-be University), Bangalore – **Padma Shri KY Venkatesh,** Indian para-athlete
1:05 – 2:00	-	Lunch Break
2:00 – 2:15	-	**Special Address** Dr Shailesh Kumar, Dean, Jio Institute & Chief Data Scientist, Centre of Excellence in AI/ML, Jio Platforms

TIME		PARTICULARS
2:15 – 3:00	-	**Panel Discussion - 2** Data, Tech & the Future of Sports Management in India As India advances towards Vision 2036, this panel explores how technology and data analytics are redefining athlete training and management. The discussion focuses on integrating sports science, performance analytics, and digital innovation to transform coaching into a data-driven discipline. It will cover how data empowers smarter decisions, from wearables to talent optimization, and how to build a tech-enabled, future-ready coaching ecosystem . Chair: **Mr Prasanth S,** Head, Sports Advisory, KPMG Moderator: **Mr Anirudh Kalia,** Associate Professor of Practice, Sports Management, Jio Institute Panellists: - **Mr Murugesh Kumar** S.K, Founder & CEO, ATIUM Sports - **Mr James Hillier**, Athletics Director, Reliance Foundation - **Dr. Anshul Bagai,** Founder & CEO, Khelo Tech - **Dr. Rahul Tiwari**, Head of Sports Performance Analysis, Inspire Institute of Sport
3:00 – 3:20	-	**Fireside Chat** Motorsports in India: Building structures to go from watching to racing This fireside chat will focus on the evolution of motorsports in India and how a cohesive ecosystem is being created for the promotion of this sport. Experts from sport, policy, and business will explore how India can create pathways from grassroots karting to professional racing, while also driving investments, safety standards, and technological innovation. Key Focus Areas: • Policy Regulation and Grassroots Development: Creating entry-level opportunities for young racers through schools, academies, and karting circuits. • Infrastructure & Investment: Expanding racing tracks, training facilities, and motorsport hubs across the country. • Industry Integration: Leveraging partnerships with automotive, engineering, and technology sectors. • Fan to Participant Transition: Converting India's growing motorsport audience into active participants and stakeholders. Host: **Dr. Sandhya Manjunath,** General Secretary, INSMA Speaker: **Mr. Ativ Shah**, Founder Motorsports Access, FIA Certified Strategic Leader in Motorsports **Ms Aashi Hanspal**, Motorsport Driver **Ms Niharika Ghorpade**, FIA Accredited Motorsport Journalist

TIME		PARTICULARS
3:25 – 4:55	-	**RESEARCH PAPER PRESENTATIONS**
3:25 – 3:40	-	India's Mega Sporting Events Strategy: Leveraging the Road to 2036 Olympics for Economic and Cultural Capital [Jyesth Parmar & Yashi Goyal] **Main Hall (Sport for Economic Development)** **Panel Judge: Anirudh Kalia** The Role of Sports in Promoting Social Inclusion and Cultural Identity among Youth in India [D.S. Srenethi] **Room 1 (Sport for Society)** **Panel Judge: Neel Shah** India's preparedness for Olympics 2036: Comparative study and benchmarking of Tokyo and Paris Olympics [Shiv Shukla & Anvita Mahajan] **Room 2 (Sports Ecosystem & Stakeholders)** **Panel Judge: Taruka Srivastav** India's Olympic Trajectory: A Machine Learning and Econometric Analysis of Performance Drivers and Medal Forecasting [Prabal & Vivek] **Room 3 (Sports Technology & Performance)** **Panel Judge: Dr Shiny Raizada** Corporate Social Responsibility Contributions for the Growth of Paralympic Sports in India [Ms. Gautami Deolekar, Prof. (Dr.) Reena Mehta, Prof. (Dr.) Vandana Tripathi] **Room 4 (Sport for Society)** **Panel Judge: Dr Sandhya Manjunath**

TIME		PARTICULARS
3:40 – 3:55	-	Balancing the Five Pillars: A Comparative Study of Olympic Legacies and Implications for India's 2036 Bid [Priyanka Acharya & Shubham Gurav] **Room 2 (Sports Ecosystem & Stakeholders)** **Panel Judge: Taruka Srivastav** Innovation in High Performance Coaching: Effectiveness of Video Analysis Tools for Skill Development. [A.S. Adwaiyth Krishna] **Room 3 (Sports Technology & Performance)** **Panel Judge: Dr. Shiny Raizada** Legal Foundations for India's Olympic Ambitions: Advancing and Learning from previous Olympic host nations [Tanner Wood] **Room 4 (Sport for Society)** **Panel Judge: Dr Sandhya Manjunath**
3:55 – 4:10	-	Sustainable Practices in Sports Facilities: Evaluating Energy, Waste, And Resource Management In Local Gyms And Stadiums [Khush Bhavin Kumar] **Main Hall (Sport for Economic Development)** **Panel Judge: Anirudh Kalia** Grassroots Kreedakul: Showcasing a Rural Sports Pathway Towards India's Olympic Vision 2036 [Sankalp Thorat] **Room 1 (Sport for Society)** **Panel Judge: Neel Shah** Strengthening Grassroots Sports in India: Policy, Infrastructure, and Talent Identification for Olympic 2036 Aspirations [Varad Sonavani & Aarushi Jain] **Room 2 (Sports Ecosystem & Stakeholders)** **Panel Judge: Taruka Srivastav** Integrating Applied High-Performance Practices into Academic and Professional Development [Rajmohan Sathiyan] **Room 3 (Sports Technology & Performance)** **Panel Judge: Dr. Shiny Raizada** Sports Talent: A Legacy of Movement Education [Prof. LT Singh] **Room 4 (Sport for Society)** **Panel Judge: Dr Sandhya Manjunath**

TIME		PARTICULARS
4:10 – 4:25	-	Public-Private Partnerships in Indian Sports- Custodianship [Hardwan & Vineesh] **Main Hall (Sport for Economic Development)** **Panel Judge: Anirudh Kalia** Sport Tourism and Events: Opportunities and Challenges for Regional Development in India [Akash Bobby John] **Room 1 (Sport for Society)** **Panel Judge: Neel Shah** Can data humour its way to fairness in wages? – A comparison of IPL, WPL and the Hundred [Dr Sarthak Mondal & Prof. David Berri] **Room 2 (Sports Ecosystem & Stakeholders)** **Panel Judge: Taruka Srivastav** Association between self-determination theory, flow and mindfulness among adolescent athletes [Amanda Mascherenas] **Room 3 (Sports Technology & Performance)** **Panel Judge: Dr Shiny Raizada** Culturally Adaptive Leadership Pathways in India's Emerging Sport Ecosystem [Shreeya Vedak] **Room 4 (Sport for Society)** **Panel Judge: Dr Sandhya Manjunath**
4:25 – 4:40	-	Behind the Podium: The Silent Struggles of India's Emerging Olympic Hopefuls." [Akshita Deolal & Shiny Raizada] **Main Hall (Sport for Economic Development)** **Panel Judge: Anirudh Kalia** The Impact of the Fantasy Gaming Ban on Changing the Consumption Habits of Avid Gamers in India [Manas Sharma & Pratyank Sharma] **Room 1 (Sport for Society)** **Panel Judge: Neel Shah** Harnessing Data Analytics for Sports Performance & Decision Making [Siddhant & Abhijit] **Room 2 (Sports Ecosystem & Stakeholders)** **Panel Judge: Taruka Srivastav**

TIME		PARTICULARS
4:25 – 4:40		Measuring the Impact of Augmented Reality (AR) on Fan Engagement in Sports [Manay Chawra, Rahul Malik & Sagar Suve] **Room 3 (Sports Technology & Performance)** **Panel Judge: Dr. Shiny Raizada** Fan Psychology & Marketing Effectiveness: How Emotional Connections Drive Sports Consumption in the Digital Age [Sanyum Datta, Shravan Samra, & Siddhi Sethi] **Room 4 (Sport for Society)** **Panel Judge: Dr. Sandhya Manjunath**
4:40 - 4:55		Sources of professionalism and Knowledge among sports industry professionals in India [Dr Sandhya Manjunath] **Room 4 (Sport for Society)** **Panel Judge: Dr. Sandhya Manjunath**
4:55 – 5:35	-	**Valedictory & Award Ceremony (Main Hall)**
4:55 – 5:00	-	**Welcome Address** Dr. Palak Sheth, Project Director, Jio Institute
5:00 – 5:10	-	**Felicitating the Research Paper Award Winners**
5:10 – 5:25	-	**Special Address** Smt. Sheetal Teli Ugale, IAS, Commissioner, Sports & Youth Services, Maharashtra State, Pune*
5:25 – 5:30	-	**Summary of the Conference** Dr Sandhya Manjunath, General Secretary, INSMA
5:30 – 5:35	-	**Vote of Thanks** Mr Sanand Mitra, Strategic Advisor, Sports Management, Jio Institute

Speaker Profiles

Speakers at INSMA 2025



Mrs. Vita Dani

Co-Owner at Chennaiyin FC, Chairperson at Ultimate Table Tennis and Promoter of Dani Sports Foundation



Mr. Divyanshu Singh

Chief Executive Officer at JSW Sports brings a rare combination of experience as a former professional athlete and a sports business leader.



Col. N S Johal

Chief Executive Officer at Target Olympic Podium Scheme (TOPS), Sports Authority of India (SAI)



Dr. Kamila Swart - Arries

Associate Professor & Director of Sports at Hamad Bin Khalifa University. She has 30 years of experience in sport, tourism, and event management that spans academia and the private sector and has consulted broadly in both public and private sectors.



Shri Narendra Modi

General Manager (Planning & Coordination) at Gujarat Sports Infrastructure Development (GSID). His expertise encompasses the comprehensive management of Ahmedabad City's physical municipal infrastructure, including its financial oversight.



Mr. Ankush Arora

Chief Executive Officer of Rugby India. From being a Project Manager at India's first-ever FIFA U-17 World Cup in 2017 to playing a leading role in organizing India’s first professional volleyball league, and delivering the FIFA U-17 Women’s World Cup 2022 and the AFC Women’s Asian Cup 2022

Speakers at INSMA 2025



Ms. Somya Jain
Director in Deloitte's Government Advisory, responsible for executing policy formulation and community engagement & training.



Ms. Deepthi Bopaiah
GoSports Foundation Board Member, former CEO. Supported 70+ Olympians/Paralympians. Co-founded Meraki Sport. TOPS Committee member. Chevening Gurukul Fellow, Oxford.



Dr. U V Sankar
Academic Director at JAIN University's School of Sports Education. Mentored and supported athletes including Pankaj Advani, KL Rahul, Rohan Bopanna. Khel Protsahan Award recipient.



Padma Shri, K Y Venkatesh
Pioneering Indian para-athlete with achondroplasia. World Dwarf Games record holder. Secretary, Karnataka Badminton Association for Disabled. Padma Shri 2021 recipient.



Mr. Prasanth Shanthakumaran
KPMG India Partner leading Digital Engineering & Sports sector. 30+ years experience. Technology-driven solutions across leagues, e-sports, manufacturing. Global thought leader.



Mr. Murugesh Kumar SK
CEO and Founder of ATIUM Sports. 15+ years entrepreneurship. Sports technology platform delivering data-driven performance solutions for elite athletes globally.

Speakers at INSMA 2025



Mr. James Hillier
Athletics Director at Reliance Foundation



Dr. Anshul Bagai
Founder & CEO at Khelo Tech and Director of Academy of Sports Sciences Research and Management (ASSRM). A sports enthusiast with over 25 years of experience.



Dr. Rahul Tiwari
Head of Sports Performance Analysis at Inspire Institute of Sport. PhD in Sports Science. 14+ publications. Athletics Federation of India Committee Member.



Mr. Ativ Shah
Founder, Motorsport Access. FIA Accredited Strategic Leader. Building India's motorsport ecosystem through talent development, technology integration, and industry pathways.



Ms. Aashi Hanspal
Motorsport Driver, Competing across key junior and professional racing platforms, she represents a new generation of athletes pushing the boundaries of Indian motorsport, particularly for women in racing.



Ms. Niharika Ghorpade
FIA Accredited Motorsport Journalist, known for her insightful coverage of racing, athlete narratives, and the evolving global motorsport ecosystem.

Ms. Vita Dani

Co-Owner,ChennaiyinFC | Chairperson, Ultimate Table Tennis | Promoter, Dani Sports Foundation

Vita Dani is a pioneering sports entrepreneur whose strategic vision has been instrumental in professionalising and democratising sports in India. As Co-Owner of Chennaiyin FC and Chairperson of Ultimate Table Tennis, she combines grassroots development with sharp business acumen to build sustainable sporting ecosystems. Her transformative "top-down and bottom-up" model has delivered two ISL titles whilst engaging over 100,000 children in Tamil Nadu through football initiatives.

Her entry into sports administration was sparked by witnessing her son's journey as a professional table tennis player, inspiring her to bridge the gap between potential opportunity. She co-founded Ultimate Table Tennis, India's first professional league for the sport, providing domestic paddlers a platform to compete alongside world-class talent. Beyond professional leagues, she champions social impact through physical literacy as Founder of the Dani Foundation and Director of the ELMS Sports Foundation.

Her contributions have been widely acclaimed—she was recognised as "Best Sports Business Leader of the Year (Female)" at the CII Sports Business Awards. She made history as the first Indian appointed to the Governing Board of the International Table Tennis Federation Foundation, advocating for table tennis as a tool for development. Through her multifaceted roles, she continues to drive the narrative that sport is a vital catalyst for community empowerment and national development.



Colonel Nachhatar Singh Johal (Col. NS Johal)

Chief Executive Officer (CEO) of the Target Olympic Podium Scheme (TOPS)
Sports Authority of India (SAI)

Col. Nachhatar Singh Johal is a distinguished sports administrator and former Olympian who serves as CEO of the Target Olympic Podium Scheme. Bringing an "athlete-first" perspective to governance, he combines the discipline of a high-ranking Army officer with the lived experience of an elite competitor. His leadership has been pivotal in streamlining support systems for India's most promising athletes, ensuring bureaucratic hurdles do not impede performance.

At the helm of TOPS, he oversees the flagship programme responsible for identifying and supporting Olympic medal contenders. His tenure has expanded focus on scientific training, foreign exposure, and personalised athlete management, playing a critical role in preparing athletes for major events. Col. Johal's journey in sports is rooted in his excellence as a competitive sailor, having represented India at the 2008 Beijing Olympics in the demanding Finn class.

Beyond administration, he remains deeply connected to the sailing community through his association with the Army Yachting Node in Mumbai. He was jointly awarded the Admiral Kohli Trophy in 2021 for promoting yachting in India. Col. Johal frequently serves on high-level inquiry and oversight committees appointed by the Ministry of Youth Affairs and Sports, reinforcing accountability and safeguarding athlete interests.



Shri Narendra Modi

General Manager (Planning&Coordination), Gujarat Sports Infrastructure Development (GSID)

Mr. Narendra K. Modi General Manager (Planning & Coordination), Gujarat Sports Infrastructure Development Corporation Limited | Deputy Director and Technical Advisor, Asian Development Bank

Mr. Narendra K. Modi is a seasoned infrastructure professional with over 40 years of public sector experience, currently serving as General Manager (Planning & Coordination) at Gujarat Sports Infrastructure Development Corporation Limited (GSID). In his dual role as Deputy Director and Technical Advisor with the Asian Development Bank, he is at the forefront of planning and executing world-class sports infrastructure projects that form the backbone of India's aspirations to host the 2036 Olympic Games.

Previously, as the first-ever Nodal Officer of the Olympic Cell at AUDA, he led India's maiden Olympic infrastructure readiness study for Ahmedabad and Gandhinagar. His portfolio includes pioneering projects such as the Karai Police Sports Academy, the Manipur-Godhavi Sports Complex, and the Veer Savarkar Sports Complex—each reflecting his focus on sustainability, accessibility, and athlete-centric design.

As Deputy Director and Technical Advisor, he is assisting two Special Purpose Vehicles (SPVs) and the Asian Development Bank on a project aimed at developing Ahmedabad's peri-urban areas with Urban Growth Centres and constructing ten bridges over the Sardar Patel Ring Road. He previously served as Chief City Engineer for infrastructure development and the water depar tment.

With deep expertise in urban governance, stakeholder coordination, and global financing frameworks, Mr. Modi continues to play a pivotal role in shaping India's sports infrastructure landscape.



Divyanshu Singh

Chief Executive Officer, JSW Sports

Divyanshu Singh is the Chief Executive Officer of JSW Sports, bringing over a decade of experience across professional sports, entrepreneurship, and sports marketing. A former professional tennis player, he served as Chief Operating Officer and Head of Sales and Marketing at JSW Sports before assuming the CEO role in August 2025. His leadership has been instrumental in driving innovation, including pioneering GPS technology in Pro Kabaddi through the Haryana Steelers, marking significant advancement in sports science.

His extensive industry experience includes senior roles at leading sports management companies, having served as Deputy General Manager at IMG Reliance and Manager at Cornerstone Sport and Entertainment. His expertise spans sports marketing, talent management, and commercial strategy, with notable work on high-profile projects including managing Olympic champion Neeraj Chopra's commercial partnerships. He is recognised as a thought leader, contributing insights on sports marketing growth through various platforms.

Academically, Singh holds an MBA in Marketing and Strategy from the Indian School of Business and has completed advanced studies in Sports Management from Leipzig University. He is a graduate of Loughborough Sport's High Performance Leadership Programme and holds certification in Sport for Development from UNESCO. His unique combination of athletic experience, business acumen, and strategic leadership continues to shape the evolution of sports business in India.



Dr Kamila Swart- Arries

Associate Professor & Director, Sports – Hamad Bin Khalifa University, Qatar

Prof. Kamilla Swart Director, Masters in Sport and Entertainment Management, Hamad Bin Khalifa University | Associate Professor

Kamilla Swart is Director of the Master of Science in Sport and Entertainment Management (MSEM) and Associate Professor at Hamad Bin Khalifa University, Qatar Foundation. The MSEM is a joint degree with the University of South Carolina. Her research interests include sport and event tourism, particularly mega-events, sustainability, legacy and inclusion in sport, with a focus on contributing knowledge in the developing context and global South.

She initiated the 2010 FIFA World Cup Research Agenda and served as the City of Cape Town's Research Manager for 2010. Kamilla led South Africa's contribution to a five-university partnership project on mega-event legacy and management funded by the European Union. She has headed major research projects managing field research at the 2008, 2012 and 2016 Olympic Games as well as the 2010, 2014 and 2022 FIFA World Cups, working closely with the Qatar Foundation 2022 FIFA World Cup Master Program and the Supreme Committee for Delivery and Legacy.

Kamilla is Associate Editor for the Journal of Destination Marketing and Management and Frontiers in Sports and Active Living. She serves on the Advisory Board of the Qatar Olympic Academy and the Advisory Committee of the UNESCO Chair on Governance & Social Responsibility in Sport. She served as Co-Chair of the World Association of Sport Management (WASM) Qatar 2023 Conference and contributed to WISH policy papers on sporting events and inclusivity in sports. She also serves as Senior Research Associate at the University of Johannesburg and Adjunct Professor at Cape Peninsula University of Technology.



Mr. Murugesh Kumar S.K

Founder & Chief Executive Officer, ATIUM Sports

Murugesh is an entrepreneur and trailblazing leader at the intersection of sports technology, finance, and sustainable innovation. As CEO and Founder of ATIUM Sports, he spearheads a cutting-edge technology platform that delivers data-driven, high-performance solutions for elite athletes, coaches, and professional sports teams. ATIUM empowers users with intelligent analytics, personalised training regimens, and performance optimisation tools, revolutionising how sports excellence is achieved in real-time.

With over 15 years of entrepreneurial experience, Murugesh is on a mission to propel India toward its vision of becoming a true sporting nation. Under his leadership, ATIUM integrates wearable tech, biomechanical insights, and predictive modelling to unlock human potential on and off the field. Before entering sports tech, he spent eight years in financial roles at HSBC Global Asset Management and Reliance Capital, then founded Bison Agro Farms in 2011.

His passion for leveraging technology stems from a deep-seated belief that innovation can solve humanity's toughest challenges. Murugesh blends entrepreneurial grit with technological optimism and commitment to India's sporting renaissance. Through ATIUM, he's not just building a tech disruptor but a catalyst for grassroots and professional sports development across the nation.



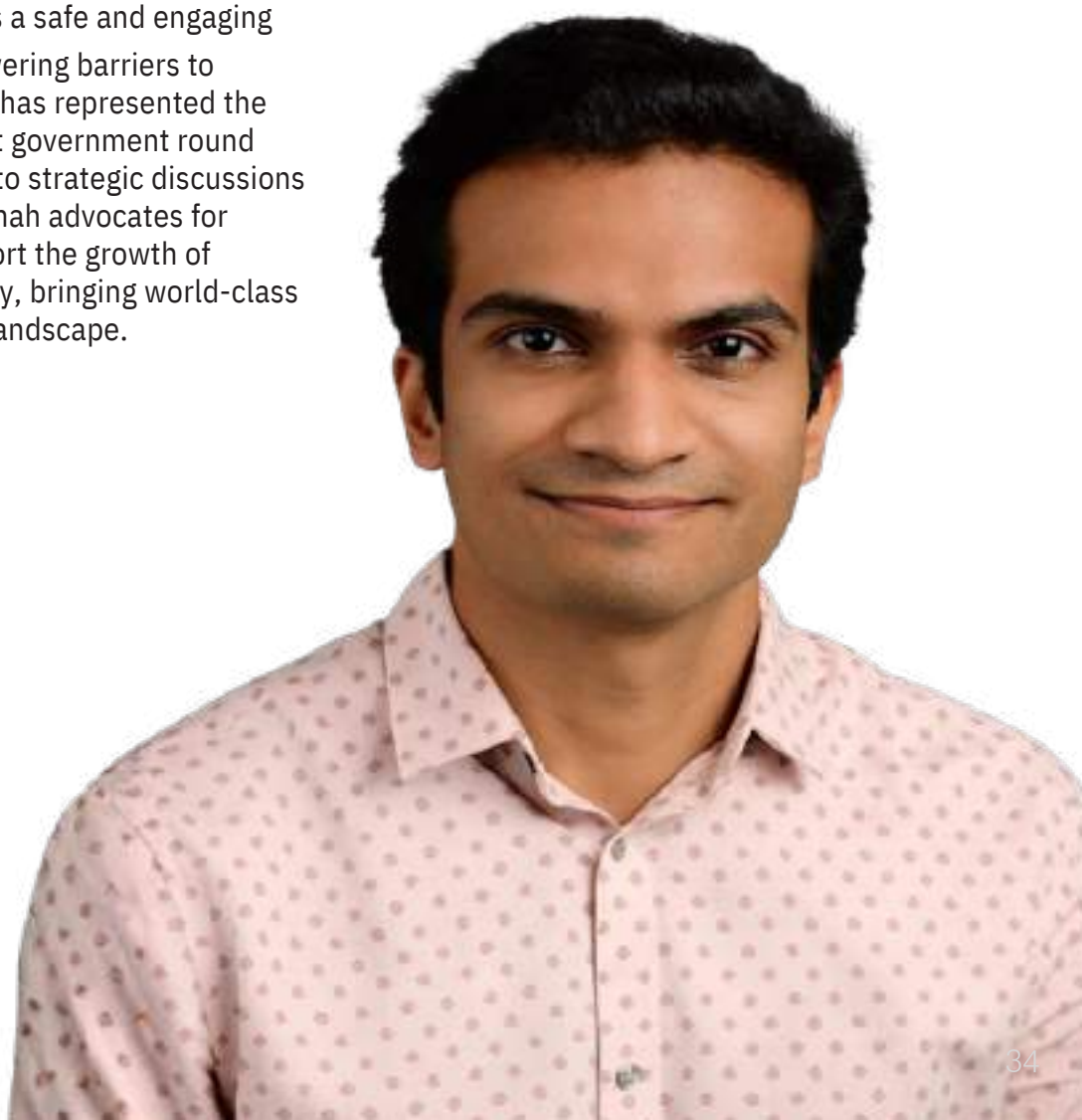
Mr. Ativ Shah

Founder Motorsports Access, FIA Certified Strategic Leader in Motorsports

Mr. Ativ Shah is the Founder and Managing Director of Motorsport Access and an FIA Certified Strategic Leader recognised for his pioneering efforts in developing India's motorsport ecosystem. As Co-Founder of AutoGuru India and leader of the Mumbai-based Motorsport Access, he has dedicated his career to transforming motorsport in India into both a thriving sport and viable business industry. His strategic vision centres on creating a stakeholder-led ecosystem through public-private partnerships, making the sport accessible whilst nurturing grassroots talent.

His credentials include successful completion of the prestigious FIA University Advanced Leadership Programme Diploma, where he was selected as part of the first global cohort of just 30 leaders worldwide. This advanced certification provides a holistic understanding of the FIA's functions and initiatives, positioning him at the forefront of international motorsport governance and development. Through Motorsport Access, he has spearheaded significant grassroots initiatives including hosting India's first 4-Wheel Drive Dash event under FMSCI's India Development Program.

This landmark event provides a safe and engaging entry point for beginners, lowering barriers to participation in the sport. He has represented the Indian motorsport industry at government round table meetings, contributing to strategic discussions on the future roadmap. Mr. Shah advocates for policy frameworks that support the growth of motorsport across the country, bringing world-class FIA standards to the Indian landscape.



Dr. Sankar UV

Director, The Sports School | Former Sports Director, Jain University

Dr. Sankar UV is the Director of The Sports School and formerly served as Sports Director at Jain University, one of India's leading educational institutions. With over 25 years of distinguished experience in sports education and athlete development, he has established himself as one of the country's most influential mentors in nurturing sporting talent. His journey began at Sainik School in Bijapur, where his formative years were shaped by an environment of duty, dedication, and physical perseverance.

His impact on Indian sports is evident through the remarkable achievements of his protégés, who have excelled at national and international levels across multiple disciplines. His illustrious roster includes Olympians Gagan Ullalmath and Sharath Gayekwad, cricket stars K.L. Rahul, Mayank Agarwal, Robin Uthappa, Manish Pandey, and Varun Aaron, tennis champion Rohan Bopanna, billiards legend Pankaj Advani, and numerous other athletes who have represented India globally.

Dr. Sankar's coaching philosophy centres on imparting training and mentorship of the highest standards whilst enabling athletes to pursue their sporting dreams without compromising their education. He creates pathways that balance academic excellence with athletic achievement, ensuring young talent can excel in both arenas. His holistic approach has made him a cornerstone of India's athlete development ecosystem.



Mr. Prasanth Shanthakumaran

Partner and Head of Sports Sector, KPMG, India

Prasanth Shanthakumaran is a seasoned industry leader whose work sits at the intersection of technology, business transformation, and sports ecosystem development. As Partner and Head of the Sports Sector at KPMG India, he plays a pivotal role in shaping the commercial and operational frameworks of India's burgeoning sports economy. With over three decades of global experience across consulting and services, he brings a unique, multidisciplinary perspective to the professionalisation of Indian sports.

He leads KPMG's sports consulting practice with a focus on creating sustainable value for leagues, federations, and investors. He has been instrumental in driving thought leadership, notably authoring influential reports such as "Harnessing India's Sports Tourism Potential" and projecting the Indian sports industry's growth to $40 billion by 2030. His work emphasises the "multiplier effect" of sports on allied sectors, advocating for robust Public-Private Partnership models to solve infrastructure underutilisation.

Beyond corporate leadership, he is a dedicated advocate for holistic national development through sport, serving on advisory boards of institutions including IIM Bodh Gaya and the Prakash Padukone Badminton Association. He is a regular voice at major industry forums like CII, NASSCOM, and PlayCom, championing the vision of making India a leading sporting nation. His passion extends to the field as an active footballer and competitive badminton player



Mr Ankush Arora

CEO, Rugby India

Ankush Arora brings over a decade of leadership in Indian sport, with a career shaped by ambition, execution, and impact. From being a Project Manager at India's first-ever FIFA U-17 World Cup in 2017 to playing a leading role in organizing India's first professional volleyball league, and delivering the FIFA U-17 Women's World Cup 2022 and the AFC Women's Asian Cup 2022 - he has been at the forefront of some of the country's most significant sporting milestones.

A graduate of the prestigious AISTS program in Lausanne, Ankush has consistently championed global best practices - whether it was introducing India's first hybrid football pitch, driving sustainability and grassroots programs, or streamlining complex tournament logistics. Now, as CEO of the Indian Rugby Football Union, Ankush is working to build a stronger, more structured rugby ecosystem in India - one that's ready to grow, compete, and thrive on the global stage.

He is also entrusted with the strategic mandate of building Rugby India as a potential Olympic medal sport in upcoming Olympic cycles.



Ms. Aashi Hanspal

Motorsport Driver

Ms. Aashi Hanspal is a dedicated and emerging motorsport driver, recognized for her discipline, competitive spirit, and growing presence on the racing circuit. With a strong foundation in professional racing, she has demonstrated technical skill, racecraft, and mental resilience across competitive formats. Aashi is known for her commitment to continuous improvement, rigorous training, and data-driven performance analysis. She represents the new generation of Indian motorsport talent, combining athleticism with strategic on-track decision-making. Beyond racing, she actively engages with the motorsport ecosystem, contributing to the sport's visibility and inspiring greater participation, particularly among young aspirants. Her journey reflects determination, professionalism, and a long-term vision for excellence in motorsport.



Ms. Deepthi Bopaiah

Board Member, GoSports Foundation

Deepthi Bopaiah is an athlete-turned-banker-turned-administrator who has spent over a decade driving systemic change in Indian sport. After a successful corporate stint at HSBC, she chose to follow her passion for sports and help transform the narrative around India's global performance in Olympic and Paralympic arenas. For 13 years, she led GoSports Foundation as its CEO and now serves on its Governing Board.

Under her leadership, the Foundation has been instrumental in shaping the journeys of over 70 Olympians and Paralympians, including more than 18 Paralympic medallists. Her work has enabled diverse and deserving talent to meet opportunity and excel, earning GoSports the Rashtriya Khel Protsahan Puraskar from the President of India in 2019. She co-founded Meraki Sport & Entertainment, one of India's leading integrated sport marketing and consulting firms, and serves on the TOPS committee under the Ministry of Youth Affairs and Sports.

A Chevening Gurukul Fellow from Oxford, MBA graduate from Symbiosis, and delegate at the Australia India Youth Dialogue 2025, she was recognised with the 75@75 UK-India Achievers Honours in 2023. A proud Kodava from south India, she has completed the Everest Base Camp Trek, embodying resilience in every step. She leads with purpose, consistently challenging conventions and creating opportunities for the next generation.



K.Y. Venkatesh

Padma Shri Awardee | Para-Athlete & Sports Administrator

K.Y. Venkatesh is an acclaimed Indian para-athlete from Karnataka and a Padma Shri awardee (2021), celebrated for his exceptional multi-sport excellence and inspiring contributions to para-sports. Born with Achondroplasia, he has achieved remarkable success across multiple disciplines, proving that determination transcends physical limitations. Beginning his athletic career in 1994, he represented India at the IPC World Championships and excelled in both individual and team sports.

His prowess spans athletics events including shot put, discus, and javelin, as well as team sports such as badminton, hockey, basketball, and football. He won numerous medals at various Open and World Dwarf Games, with a career highlight being his entry into the Limca Book of Records for winning six medals at the 4th World Dwarf Games in 2005. His dedication earned him India's fourth-highest civilian honour, the Padma Shri, in 2021.

Post-retirement, Venkatesh continues to serve the sporting community as Secretary of the Karnataka Para Badminton Association, where he works to develop sports opportunities for persons with disabilities. His enduring message to aspiring athletes is simple yet powerful: "Count your ability, not the disability." Through his life and work, he embodies the philosophy that all things are possible with determination



Dr. Anshul Bagai

Founder & Director, Academy of Sports Science Research & Management (ASSRM)

Dr. Anshul Bagai is a sports entrepreneur, educator, and technologist whose 25-year journey spans competitive athletics, academic leadership, and business innovation. A former state and national-level tennis player, he has channelled his passion for sport into building institutions and technologies that are reshaping how India develops, manages, and nurtures athletic talent. In 2014, he founded Khelo Tech & Strategy Pvt. Ltd., a sports technology firm delivering cloud-based ERP systems and wellness solutions to prestigious clients.

On the academic front, Dr. Bagai established the Academy of Sports Science Research &

Management through collaboration with Delhi Pharmaceutical Science Research University. Under his leadership, ASSRM now offers B.Sc. (Hons.) and M.Sc. programmes alongside certification and trainer development initiatives, preparing the next generation to lead in sports science, management, and policy. His contributions have earned notable recognitions, including citations for national-level initiatives and honours as Tennis Player of the Year.

Dr. Bagai holds a Ph.D. focused on technology

integration among physical education teachers, an MBA in Marketing & Sales, and a strong foundation in sports science. He has secured grants to establish state-of-the-art sports science laboratories and led programmes integrating physical activity into primary school education. Whether through entrepreneurship, education, or technology, he remains committed to fostering transparency and efficiency across India's sporting landscape.



James Hillier

Athletics Director, Reliance Foundation | Former National Event Lead - Speed, England Athletics

James Hillier is the Athletics Director at Reliance Foundation and Head Coach of the Reliance Odisha Athletics High Performance Centre in Bhubaneswar, positions he has held since 2019 and 2021 respectively. With over two decades of experience in high-performance athletics coaching and administration, he has established himself as a leading figure in developing world-class sprint and hurdles talent. His distinguished career began with British Athletics, where he served as High Performance Coach for Sprints and Hurdles from 2009 to 2016.

Based at the British Athletics Performance Centre in Bath, he coached professional athletes to achieve their potential at the Olympic Games, World Championships, European Championships, and Commonwealth Games. His expertise in speed development led to his appointment as National Event Lead - Speed for England Athletics (2017-2019), where he oversaw the talent pathway whilst developing coaching education programmes nationwide. He also served as Professional Coach Mentor for The Premier League and founded Connect Sports Consultants.

James holds an MBA in Business from Drake University, USA, where he was an athletic scholar competing in the 400m hurdles and Captain of the Track & Field Team. His unique combination of athletic achievement, business acumen, and coaching expertise has positioned him as a transformative leader in Indian athletics. At Reliance Foundation, he continues to build world-class training environments for the next generation of Indian sprinters.



Dr. Rahul Tiwari

Head of Sports Performance Analysis, Inspire Institute of Sport

Dr. Rahul Tiwari is the Head of Sports Performance Analysis at the Inspire Institute of Sport, Karnataka, and a leading expert in sports biomechanics and performance optimisation. With a Ph.D. in Sports Science and advanced degrees in Sports Physiotherapy and Biomechanics from Robert Gordon University, Scotland, he brings a rich blend of academic rigour and applied experience. His professional journey spans roles with the Sports Authority of India, Madhya Pradesh Cricket Association, and international stints with Aberdeen Cricket Club and Rugby Union.

A recognised researcher and educator, he has authored over 14 national and international publications, contributed to two book chapters, and conducted multiple workshops on biomechanical analysis. Dr. Tiwari serves as a Scientific Reviewer for the World Physiotherapy Congress and is a Committee Member of the Athletics Federation of India, contributing to the revamp of the junior athletics programme. His expertise bridges the gap between scientific research and practical athlete development.

His contributions have earned him accolades such as the Global Eminent Researcher Award (2021) and the Award for Excellence in Research (2022). Dr. Tiwari's work at the Inspire Institute of Sport focuses on leveraging cutting-edge biomechanical analysis to enhance athlete performance across multiple disciplines. His commitment to applied sports science continues to shape India's approach to evidence-based athletic development.



Ms Somya Jain

Director, Government Consulting, Deloitte India

Ms. Somya Jain Director, Government Consulting (Sports Advisory), Deloitte India Somya Jain is a Director within Deloitte India's Government Advisory practice, specialising in sports strategy and infrastructure development. With over 13 years of consulting experience supporting provincial governments, she brings deep expertise in public sector program design, policy formulation, and stakeholder engagement to the sports domain.

Over the past several years, Somya has assembled and led a specialized team that partners with government clients on sports strategy and major event operations. She currently heads a large-scale project aimed at strengthening grassroots sports infrastructure across Gujarat, focused on increasing participation and building sustainable sporting ecosystems at the community level.

Her approach combines strategic thinking with practical implementation, leveraging her in-depth understanding of working with India's civil service and her awareness of policy tools to meet development objectives. She has frequently collaborated with global teams and officials, possessing strong interpersonal skills across international cultural boundaries.

Somya's passion for the sports sector is deeply personal, fuelled by nearly ten years of experience playing basketball. She holds a master’s degree in development management from the London School of Economics and a bachelor’s degree with distinction in Economics from Rajasthan University. Beyond work, she is an enthusiastic traveller with a passion for exploring diverse cuisines.



Ms. Niharika Ghorpade

FIA Accredited Motorsport Journalist

Niharika Ghorpade is an FIA Accredited Motorsport Journalist with a strong reputation for incisive reporting, in-depth analysis, and authoritative storytelling across the global motorsport ecosystem. With extensive on-ground experience at international racing events, she brings a nuanced understanding of both the sporting and commercial dimensions of motorsport. Her work spans race reporting, feature writing, driver and team interviews, and coverage of governance, safety, and technological innovation within the sport. Known for her rigorous journalistic standards, she combines technical insight with compelling narrative to make motorsport accessible to diverse audiences. Niharika has contributed to leading motorsport publications and digital platforms, consistently delivering timely, credible, and impactful content. Her FIA accreditation reflects her professional standing and trusted access within the paddock. Through her writing and media engagements, she continues to shape informed discourse around motorsport's evolution, sustainability, and global growth.



Dr. Dipak Jain

Vice-Chancellor, Jio Institute

Dr. Dipak Jain is a globally recognized expert in marketing and innovation, with close to three decades of experience as an educator, academic leader, and advisor to corporations and governments worldwide. His leadership philosophy emphasizes inclusivity, academic excellence, and real-world relevance, inspiring business leaders to pursue success with social significance.

He has held several distinguished leadership roles, including Dean of Northwestern University's Kellogg School of Management, Dean of INSEAD, and Director of the Sasin Graduate Institute of Business Administration. Across these institutions, Dr. Jain has championed cross-disciplinary learning and strengthened the connection between management education and business practice.

An award-winning scholar, Dr. Jain has published over 60 articles in leading academic journals and received numerous honors, including the John D.C. Little Best Paper Award, the Pravasi Bharatiya Samman, and the Outstanding Educator Award from the State of Assam. He continues to serve globally as a board member, consultant, and thought leader in management education.



Dr. Shailesh Kumar

Dean, Jio Institute

Dr. Shailesh Kumar is currently the Chief Data Scientist at the Centre of Excellence in AI/ML, Reliance Jio. He has published over 20 international papers and book chapters and holds more than 20 patents in AI/ML. He was recognized as one of the top 10 data scientists in India in 2015 by Analytics India Magazine.

Dr. Shailesh Kumar was formerly the Vice President at Ola Cabs where he worked on several computer science, machine learning, artificial intelligence and optimization issues in fleet management. He was also the Chief Scientist and Co- Founder of Third Leap – an EdTech startup that uses AI to create personalized math guides. Prior to this, Dr. Kumar worked at Google on a variety of products at Google involving Information Retrieval, Enterprise Search, Legal E-Discovery, Natural Language Understanding (Phrase Discovery, Word Sense Disambiguation), Computer Vision, Knowledge Graph Mining, Conversation Modelling, and Deep Learning on Text and Vision. His experience of creating AI based solutions ranges comprises multiple domains including finance, remote sensing, retail, knowledge graph, conversational computing and computer vision.



Dr. Palak Sheth

Project Director, Jio Institute

Dr. Palak Sheth is the Project Director at Jio Institute. Before this, he played a vital role in conceptualizing and establishing Pandit Deendayal Petroleum University (PDPU) from scratch (since 2003 - till date). He has established School of Petroleum Management, School of Petroleum Technology, School of Solar Energy, School of Liberal Studies and School of Technology at PDPU. He was actively involved in establishing Gujarat Power Energy and Research Institute- Degree Engineering College at Mehsana in 2010.

Dr. Sheth has also assisted Principal Secretary, Energy & Petrochemicals Department, Government of Gujarat for development of 650 MW Solar Power Projects and Asia's biggest Solar Park in Gujarat from 2009-2012. He was Project Manager assisting Managing Director, Gujarat State Petroleum Corporation - the State Oil Company from 2001-2010 in Project execution in the area for Exploration, Production, Gas Pipeline, Power Project, IT and Education.

He holds an MBA and B. Tech. (Chemical Engineering) degree from renowned Institutes in Gujarat, India. He has completed his Ph.D. in Management from Dharmsinh Desai University, Gujarat.

His interest areas are Institutional tie-ups, Research and Internationalization of Higher Education for Jio Institute.



Dr. Sarthak Mondal

Senior Lecturer in Sport Management, University of Portsmouth
President, Indian Sport Management Association

Dr Sarthak Mondal is a sport economist, academic, and advocate for inclusive governance whose research is shaping how professional sport organisations are measured and managed. Currently serving as Lecturer in Sport Management at the University of Portsmouth, he brings a rare combination of scholarly rigour and industry experience to sports business and policy. He completed a fully-funded PhD in Sport Economics and Governance, developing the first quantifiable framework for assessing governance in professional sport teams.

Before entering academia, Dr. Mondal built a career in sports media, serving as Editor of

CricTracker and later as a content developer for FeverPitch. He covered Rugby Union and Ice Hockey for Forge TV and worked in customer-facing roles at the ICC Cricket World Cup 2019. Beyond teaching and research, he is deeply committed to equity and inclusion, having served on the Inclusion Advisory Group at Sheffield and Hallamshire County FA and holding an Executive Board position with The Football Collective.

His contributions have been widely recognised—he is a National

Sport Economics Outreach Teacher of the Year Winner 2019 and IIS Award Winner 2020. As President of the Indian Sport Management Association, Dr. Mondal drives the growth of sports management education and research across India. His academic journey began with a first-class degree in Sport Business Management from Sheffield Hallam University, where he was awarded the Transform Together Scholarships.



Dr. Sandhya (Sandy) Manjunath

Assistant Professor, James Madison University
General Secretary, Indian Sport Management Association

Dr. Sandhya (Sandy) Manjunath is a sports management professional, academic, and former national-level athlete with two decades of experience spanning event operations, leadership, and institutional development. A National Medallist with the Basketball Federation of India, she transitioned from the court to the boardroom, building a career defined by high-stakes event delivery. She has contributed to prestigious sporting events, including the NCAA Final Four, World Cup Qualifiers, Olympic Qualifiers, and FIBA tournaments, working with organisations such as USA Wrestling and USA Gymnastics.

Currently serving as an Assistant Professor at James Madison University, Dr. Manjunath brings real-world industry expertise into the classroom, preparing the next generation of sports leaders. She is also the General Secretary of the Indian Sport Management Association, where she plays a pivotal role in advancing sports management education and research across India. Her professional affiliations reflect a truly global outlook—she is actively engaged with NASSM, EASM, and WASM, whilst also founding ATSIY, an initiative for sports ecosystem impact.

An alumna of Texas Woman's University, Dr. Manjunath is known for her ability to deliver results in fast-paced, high-pressure environments. Her career continues to be driven by a passion for innovation, collaboration, and making a lasting impact on the sports industry worldwide. She bridges the gap between academic theory and practical application, ensuring her students and industry partners benefit from evidence-based approaches.



Participating Organisations & Institutions



















































Conference Papers

Selection of Conference Paper

The INSMA 2025 Compendium presents a curated collection of abstracts selected through a rigorous double-blind peer-review process. It reflects emerging research, innovative practices, and strategic insights that collectively contribute to India's pursuit of Olympic Vision 2036. By capturing multidisciplinary perspectives across academia, industry, and policy, the compendium serves as both a scholarly archive and a practical resource for stakeholders shaping the nation's sporting future.



Each study included herein aligns with INSMA's thematic pillars: Talent, Technology, and Tenacity, each corresponds to one or more of the conference tracks: global high-performance systems, the sports economy, grassroots participation, social development, governance, and digital transformation. The compendium highlights conceptual and empirical contributions that advance knowledge on athlete development, sport governance, performance analytics, community sport, sustainability, and sport industry growth.

Published with open-access availability, the compendium enhances the visibility and impact of contributors' work. Selected authors may also be invited to develop full papers for the Sport Performance and Management Review or INSMA's international partnerships.

Overall, this compendium stands as a testament to India's rapidly evolving sport management ecosystem and reinforces INSMA's commitment to fostering research excellence, interdisciplinary collaboration, and evidence-based practice.

Selected Conference Papers

Selected Conference Papers

#	Title	Author(s)	Organisations
1	Sporting Legacy at the Core: India's Priorities for the 2036 Olympic Games	Priyanka Acharya & Shubham Gurav	Jio Institute, Mumbai, India
2	Association Between Self-Determination Theory, Flow and Mindfulness Among Adolescent Athletes	Darlene Amanda M. Mascarenhas	Manipal Academy of Higher Education, Manipal (MAHE), India
3	India's Mega Sporting Events Strategy: Leveraging the Road to 2036 Olympics for Economic and Cultural Capital	Jyesth Parmar & Yashi Goyal	Jio Institute, Mumbai, India
4	Behind the Podium: The Silent Struggles of India's Emerging Olympic Hopefuls	Akshita Deolal & Shiny Raizada	Symbiosis School of Sports Sciences, Pune, India
5	Multidimensional Assessment of Tokyo and Paris Olympics, to present a National Blueprint for India	Shiv Shukla & Anvita Mahajan	Reliance Industries & Jio Institute, Mumbai, India
6	Culturally Adaptive Leadership Pathways in India's Emerging Sport Ecosystem	Shreeya Vedak	CASES SEPAR Pathway
7	Grassroots Kreedakul: A Rural Sports Pathway Towards India's Olympic Vision 2036	Sankalp Thorat & Dr Anand Lunkad	Grassroots Kreedakul, Pune, India
8	Legal Foundations for India's Olympic Ambitions: Lessons from Global Host Nations	Tanner Wood	James Madison University, Harrisonburg, USA
9	Sources of Professionalism and Knowledge among Sport Industry Professionals in India with Limited Sport Management Higher Education	Sandhya Manjunath	James Madison University, Harrisonburg, USA
10	Sport Management Education: Integrating Applied High-Performance Practices into Academic and Professional Development	Rajmohan Sathiyan	Kumaraguru College of Liberal Arts, and Science, Coimbatore, India

Conference Paper on:
Sporting Legacy at the Core: India's Priorities for the 2036 Olympic Games

By : Priyanka Acharya & Shubham Gurav,
PGP in Sports Management (Cohort 2026) Student, Jio Institute, India

Cohesive Summary

This study evaluates how all five IOC legacy pillars, Sporting, Social, Environmental, Urban and Economic, are prioritized within the Indian sports ecosystem to inform India's potential bid for the 2036 Olympic Games. Using a mixed-methods approach, the research integrates quantitative rankings with qualitative thematic analysis to understand how professionals conceptualize legacy planning. Findings show Sporting Outcomes as the most valued pillar, driven by emphasis on post-Games infrastructure use, grassroots participation and long-term development pathways. The study proposes a legacy framework for India, highlighting how global legacy models must be adapted for emerging sporting nations with evolving sport systems.

Literature Review

Olympic legacies are broadly defined through "hard" infrastructural and "soft" social dimensions (Essex & Chalkley, 1999; Frawley, 2010). Host cities frequently encounter mega-event syndrome, cost overruns, displacement and underused venues, which challenge long-term sustainability (Bernstock, 2013; Müller, 2015c; Roche, 2013). Sydney 2000 excelled environmentally, London 2012 succeeded in urban redevelopment but faced gentrification, and Rio 2016 delivered operational completion with limited social benefit (Frawley, 2017). Although the IOC (2021) reports high venue reuse rates, questions persist regarding financial viability and community access. This study reviews all five legacy pillars to inform India's context-specific planning for 2036.

Significance

- Establishes India-specific priorities across all five IOC legacy pillars.
- Demonstrates why legacy models from established hosts cannot be universally applied to emerging nations.
- Provides an evidence-based foundation for structuring India's 2036 Olympic legacy planning.

Methods

Objectives:

- Identify conceptual patterns in how legacy planning is understood.
- Understand how legacy planning can be implemented in India, with the 2036 Olympics as the host.
- Examine how Indian sports professionals rank the five IOC legacy pillars.
- Develop a context-appropriate legacy model for India's Olympic aspirations.

Approach:

A mixed-methods design was used. A pilot study refined the survey structure, replacing ratings with a ranking system for clearer differentiation. The final sample included 30 sports professionals recruited via purposive sampling. Data were collected using an anonymous two-question Google Forms survey. Quantitative analysis included descriptive statistics, reliability testing, Friedman tests, and Durbin–Watson post hoc comparisons. Qualitative responses were analyzed using reflexive thematic analysis to identify dominant legacy themes and stakeholder interpretations.

Preliminary Findings

The Friedman test indicated significant differences in the rankings of the pillars ($p < .001$). Sporting outcomes were rated significantly higher than all other pillars, with no significant differences among them. Thematic analysis revealed five dominant ideas: post-Games infrastructure use, grassroots and talent development, long-term strategic planning, social and cultural cohesion and economic uplift. Respondents viewed legacy as a deliberate, structured, long-term process rather than an automatic by-product of hosting. Together, these findings show a clear preference for sport-centric legacy planning in India's current developmental context.

Industry Relevance

The findings offer actionable insights for policymakers, bid committees, sport administrators and high-performance bodies in India. By demonstrating that sporting development, infrastructure sustainability and grassroots pathways are perceived as the foundation of Olympic legacy, the study highlights where resources and long-term planning should be directed ahead of a 2036 bid. The results also help industry stakeholders align infrastructure, policy and investment strategies with national priorities, enabling a more sustainable and context-appropriate legacy roadmap tailored to India's socio-economic realities and developing sport ecosystem.

Conference Paper on:
Association between self-determination theory, flow and mindfulness among adolescent athletes

By : Darlene Amanda M. Mascarenhas, Manipal Academy of Higher Education (MAHE), India

Cohesive Summary

Flow and mindfulness are foundational psychological skills that enhance athletic performance and well-being. Self-Determination Theory (SDT) provides a motivational framework for understanding how autonomy, competence, and relatedness contribute to these outcomes. This study examined associations between motivational orientations, flow states, and mindfulness among adolescent football athletes. A cross-sectional survey (N = 105; aged 13–16) assessed flow, dispositional mindfulness, and SDT-based motivation. Strong correlations emerged between autonomy-supportive motivation and the experience of flow. Small positive associations were observed with mindfulness, while amotivation showed a negative correlation with flow. These results suggest that fostering self-determined motivation may optimize psychological skills that support athlete engagement and sustained performance.

Literature Review

Flow states and mindfulness have emerged as essential psychological constructs that influence athletic performance and well-being in adolescent athletes. Flow, characterized by complete absorption and optimal experience during an activity (Jackson & Csíkszentmihályi, 1999), has consistently been linked to enhanced sports performance, intrinsic enjoyment, and reduced burnout (Swann, 2016). Similarly, mindfulness-the ability to maintain non-judgmental awareness of the present moment has been associated with reduced stress, improved attention regulation, and greater emotional balance in athletes (Ajilchi et al., 2019). Evidence suggests that cultivating mindfulness in adolescent athletes may enhance resilience and long-term adherence to sport participation (Cohen et al., 2021). However, despite promising findings, mindfulness interventions remain inconsistent in their effectiveness due to subjective measurement issues, varied implementation approaches, and challenges in sustaining practice over time. Self-Determination Theory (SDT) provides a robust framework to understand how motivational orientations, specifically autonomy, competence, and relatedness, influence psychological outcomes such as flow and mindfulness (Deci & Ryan, 1985). While intrinsic motivation fosters engagement and persistence, amotivation has been linked to poorer psychological functioning and a lower likelihood of achieving flow.

Significance

- Demonstrates how autonomy-supportive motivation predicts optimal psychological outcomes in youth sport
- Informs coaching practices to reduce burnout and improve performance sustainability
- Supports integrating mindfulness training within a strong motivational climate

Methods

Objectives:

- To evaluate associations between SDT-based motivation (autonomy, competence, relatedness; intrinsic/extrinsic motivation; amotivation), flow states, and mindfulness in adolescent football players.

Approach:

A cross-sectional design was used. Athletes (N = 105, aged 13–16) completed validated self-report measures of flow, mindfulness (MAAS), and SDT motivational constructs (PE-ARC; PEMS). Pearson's correlations tested relationships among variables.

Preliminary Findings

Higher autonomy, competence, and relatedness strongly predicted greater flow experiences ($r = .600–.749$; $p < .001$). Amotivation showed a moderate negative association with flow ($r = –.381$; $p < .001$). Autonomy, competence, and relatedness yielded small but significant positive correlations on Mindfulness ($r = .223–.272$).

Conclusion and Implications

Sport organizations increasingly emphasize athlete mental well-being and sustainable performance pathways. This research reinforces the need for motivationally adaptive coaching strategies that build athlete autonomy and competence while strengthening team connection. Embedding brief mindfulness practices within autonomy-supportive environments may enhance training adherence, reduce burnout risk, and improve long-term talent retention. Findings offer direction for sports management planning, and developmental program design targeting holistic growth in adolescent athletes.

Conference Paper on:
India's Mega Sporting Events Strategy: Leveraging the Road to 2036 Olympics for Economic and Cultural Capital

By : Jyesth Parmar & Yashi Goyal,
PGP in Sports Management (Cohort 2026) Student, Jio Institute, India

Cohesive Summary

This research develops an AHP-based decision-making framework to identify and priorities critical success factors for hosting the Olympic Games. Using Greece 2004, China 2008, and Brazil 2016 as case studies, the study evaluates governance, finance, infrastructure, operations, technology, security, sustainability, and socio-cultural impact across pre-games, during-games, and post-games phases. The findings quantify how strengths in early planning shape event-time performance and long-term legacy. The framework offers a practical, evidence-based tool to guide India's potential 2036 Olympic bid by helping policymakers allocate resources, anticipate challenges, and pursue sustainable, community-focused Olympic hosting. The survey results show that respondents prioritized Pre-Olympics planning , especially infrastructure and venue readiness, over operational and legacy factors. Overall, stakeholders placed the highest value on strong preparation before the Games, followed by event-time operations, with post-event legacy receiving comparatively lower importance.

Literature Review

Research across the collected studies shows that the Olympic Games can deliver strong short-term gains in visibility, urban renewal, and cultural promotion, but long-term success depends on coordinated governance, destination marketing, and sustainable legacy planning. Scholars highlight that hosts often use the Games to modernize infrastructure, stimulate tourism, and project national identity, yet these benefits are uneven when planning processes are fragmented or delayed (Giulianotti, 2009; Hunter, 2009). Several studies emphasize that effective tourism branding, reuse of facilities, and protection of cultural assets are crucial for converting global exposure into lasting economic and social value.

Significance

- Provides a structured, evidence-based framework for evaluating Olympic hosting readiness by combining comparative case analysis with quantitative prioritization through AHP and practitioner insights.
- Bridges global best practices with India's 2036 ambitions, helping policymakers identify critical gaps in planning, operations, and legacy management using lessons from Athens, Beijing, and Rio.
- Strengthens decision-making for emerging host nations by translating expert-driven ratings into practical, actionable priorities that support sustainable, well-governed, and community-focused mega-event planning.

Methods

This study followed a qualitative, exploratory, and comparative case study design to examine Olympic hosting strategies across Athens 2004, Beijing 2008, and Rio 2016. I reviewed secondary literature, including academic journals, official reports, and expert analyses, to compare successful and unsuccessful approaches related to planning, execution, and legacy outcomes. To strengthen the practical relevance of the findings, I collected quantitative data through a structured online survey created and distributed using the Qualtrics platform. The survey consisted of closed-ended and rating-scale questions designed to measure the perceived importance of identified factors and subfactors. A total of 15 to 20 sports professionals with experience in event operations, management, and sports data roles participated voluntarily.

Preliminary Findings

From the responses collected through my questionnaire, I observed a clear pattern in how people prioritise different aspects of hosting the Olympics. Overall, the pre-Olympics phase was viewed as the most important stage. Respondents placed strong emphasis on getting the infrastructure ready, especially the planning and development of the Olympic Village, which also includes its potential reuse after the event. This factor received the highest importance. The operational stage during the Olympics was rated as important but not as critical as the preparation phase. The post-Olympics phase received lower importance ratings compared to the first two stages. Factors such as environmental sustainability, financial management, community benefits, and long-term use of venues were recognized, but respondents placed more focus on what must be done before and during the event.

Industry Relevance

This research offers strong industry relevance by translating global Olympic hosting lessons into a practical decision-making tool for sports planners, government bodies, event operators, and policy strategists. By combining expert insights with AHP-based prioritization, the study highlights the real-world importance of infrastructure readiness, operational efficiency, and legacy management. The findings provide actionable guidance for federations, organizing committees, venue developers, and urban planners who manage large-scale sporting events. For India, the framework delivers timely value by identifying critical gaps and investment priorities that can inform feasibility assessments and long-term planning for a potential 2036 Olympic bid.

Conference Paper on:

Behind the Podium: The Silent Struggles of India's Emerging Olympic Hopefuls

By : Akshita Deolal & Shiny Raizada,
Symbiosis School of Sports Sciences, India

Cohesive Summary

This study investigates the prevalence, nature, and roots of unaddressed performance anxiety among India's elite and pre-elite athletes. Early evidence indicates that help-seeking behaviour remains critically low despite high psychological distress, shaped by cultural expectations of mental toughness, fear of judgement, and limited familial or institutional support. With scarce access to qualified sport psychologists and inconsistent service quality, athletes often internalise distress without effective coping pathways. By examining systemic, cultural, and structural barriers, this research highlights the urgent need for comprehensive, accessible, and athlete-centric psychological care frameworks within India's high-performance sport ecosystem.

Literature Review

Research consistently shows that elite athletes face elevated psychological stress linked to performance pressure, identity foreclosure, and fear of failure (Rice et al., 2016). Cultural norms in competitive sport often discourage emotional disclosure, reinforcing stigma and suppressing help-seeking (Gulliver et al., 2012). Studies indicate that inadequate mental health literacy and limited access to trained sport psychologists further exacerbate untreated morbidity (Reardon et al., 2019). Within emerging sporting nations, structural support gaps are particularly pronounced, intensifying athlete vulnerability (Henriksen & Stambulova, 2017).

Significance

- Reveals widespread yet under-recognised psychological distress within India's high-performance athlete pipeline.
- Highlights systemic gaps in accessible, credible, and athlete-friendly mental health support.
- Offers evidence to guide policy frameworks, federations, and sport science programs toward integrated psychological care.

Methods

Objectives:

- To measure the prevalence and nature of unaddressed performance anxiety among elite and pre-elite Indian athletes.
- To identify cultural, structural, and institutional barriers to help-seeking behaviour. To evaluate existing support ecosystems and gaps in psychological service delivery.

Approach:

A mixed-methods design was employed to capture both the scale and depth of the mental health challenge. Quantitative surveys measuring anxiety levels and help-seeking behaviours were administered to athletes to establish patterns and prevalence. Participants include athletes from national academies, state centres of excellence, and private high-performance programs. In-depth, semi-structured surveys complemented these.

Preliminary Findings

Initial data reveals high levels of performance anxiety that largely go unaddressed due to entrenched stigma and fear of judgement. Athletes describe internalised shame regarding emotional distress and perceive psychological support as either inaccessible or ineffective. Limited availability of trained sport psychologists, paired with inconsistent institutional commitment, creates significant care gaps. A performance-centric culture, lack of family understanding, and absence of structured mental health pathways collectively sustain untreated psychological morbidity among emerging Indian athletes.

Industry Relevance

These insights highlight the urgent need for federations, academies, and policy-makers to integrate mental health systems into India's high-performance pathway. Establishing mandatory mental health literacy modules, cost-accessible psychological services, and clear referral structures can directly strengthen athlete well-being and long-term performance sustainability.

Conference Paper on:
Multidimensional Assessment of Tokyo and Paris Olympics, to present a National Blueprint for India

By : Shiv Shukla & Anvita Mahajan,
Jio Institute, India

Cohesive Summary

India's bid to host 2036 Olympics represents a strategic national ambition to accelerate urban transformation, deepen grassroot sports, build high-performance athlete capabilities and catalyse socio-economic development. Tokyo 2020 and Paris 2024 illustrate contrasting yet complementary approaches to modern and sustainable Olympic delivery. Tokyo emphasized technological resilience and pandemic adaptations, while Paris focused on value creation, sustainability, urban integration and community access. This research lays down practical lessons from both nations on staging responsible games and ensuring legacy outcomes with two key imperatives for India: nationwide competitive depth and integrated host-delivery capability that is fiscally prudent, environmentally responsible and institutionally robust.

Literature Review

Olympic hosting research emphasizes the Games as catalysts for urban transformation, sustainable infrastructure, and national image building (Preuss, 2019; Müller, 2017). Comparative studies of Tokyo 2020 and Paris 2024 highlight technology-driven resilience, community integration, and environmental accountability as determinants of successful mega-event governance (Grix & Brannagan, 2023; OECD, 2024). For emerging economies, hosting demands institutional capacity, fiscal prudence, and legacy planning (Flyvbjerg et al., 2021). In India's context, existing programs like Khelo India and TOPS reflect early systemic reform, yet there exists a gap in integrated host-readiness frameworks linking athlete development, sustainability, and governance.

Significance

- Presents comparative analysis of Tokyo and Paris Olympics basis critical dimensions, evaluating key success factors
- Identifies transferable policies, institutional models and delivery mechanisms from Japan and France that India can adapt for its National Olympic Blueprint
- Proposes prioritized, time-bound policy enablers that bridge gaps ahead of 2036.

Methods

Primary Objective:

- This study primarily assesses India's preparedness for hosting the 2036 Olympics by comparing host-readiness models of Tokyo 2020 and Paris 2024.

Secondary Objective:

- A secondary aim is to evaluate India's athlete development pathways relative to global high-performance systems. The approach is conceptual and comparative, drawing from policy documents and academic literature.

Preliminary Findings

Preliminary analysis shows that India can draw heavily from Paris 2024's reuse-first infrastructure model, strong sustainability mandates and unified delivery authority, offering a template for cost-efficient, legacy-oriented planning. From Tokyo 2020, India can adopt advanced technology integration, resilience planning, athlete-centric high-performance systems and precise operational coordination. Together, these models suggest that India's preparedness will depend on embedding sustainability, data-driven performance pathways, and cohesive governance across all levels.

Industry Relevance

This research offers policymakers an actionable roadmap, detailing governance reforms, procurement strategies, infrastructure models, and athlete-development enablers, directly supporting India's Olympic Vision 2036 and aligning with national priorities under the National Sports Policy 2025.

Conference Paper on:
Culturally Adaptive Leadership Pathways in India's Emerging Sport Ecosystem

By : Shreeya Vedak, CASES SEPAR Pathway

Cohesive Summary

India's rapidly expanding sport industry requires leadership models that integrate cultural sensitivity with global performance demands, as traditional hierarchical systems restrict athlete autonomy and adaptation, while international environments prioritise psychological safety, developmental support, and collaboration. Drawing on qualitative insights from Indian athletes competing in India and the UK, this study shows how contrasting Indian and Western leadership practices shape athletes' confidence, autonomy, and psychological safety, prompting hybrid leadership tendencies. Culturally adaptive leadership enhances communication, performance, and athlete development. The findings reveal structural gaps in India's coaching and governance systems and underscore the need for leadership reform to produce globally competent, culturally grounded sport leaders.

Literature Review

Leadership in sport is shaped by cultural values that influence communication, authority, and athlete well-being. High power-distance cultures such as India favour directive, obedience-based leadership (Hofstede, 2011), while Western systems emphasise autonomy and participatory decision-making (Chelladurai, 2007). As globalisation increasingly moves athletes across contrasting environments, culturally unresponsive leadership can create misalignment in expectations, psychological safety, and developmental opportunities (Schinke & McGannon, 2015). This study addresses this gap by examining how cultural expectations shape leadership preferences, adaptation, and athlete development across Indian and international sport contexts.

Significance

- Demonstrates how culturally shaped leadership practices directly influence Indian athletes' autonomy, confidence, psychological safety, and long-term development.
- Shows that hybrid leadership tendencies naturally emerge as athletes navigate Indian and Western environments.
- Highlights critical gaps in India's coaching and leadership practices by providing evidence that culturally responsive, developmentally aligned leadership is essential.

Objectives and Approach

- To examine how Indian athletes experience and interpret contrasting leadership practices in Indian and Western sport environments
- To analyse how cultural values, developmental stages and the sport the athletes play influence their shifting leadership preferences
- To highlight the need for culturally adaptive leadership practices suited to India's sport management ecosystem.

This study adopted a qualitative, interpretivist approach using semi-structured interviews with Indian athletes who competed in both India and the UK. A hybrid inductive–deductive thematic analysis was used to explore how cultural values shaped their leadership experiences, preferences, and developmental needs across contrasting sport environments.

Preliminary Findings

Preliminary findings show that athletes experience Indian leadership as authoritative, discipline-focused, and rooted in hierarchical cultural norms, while UK environments emphasise autonomy, collaboration, and holistic development. As athletes matured, their preferences shifted from valuing strict, directive coaching for early skill acquisition to favouring autonomy-supportive, participatory leadership, leading to hybrid preferences that blend Indian structure with Western relational approaches. Cultural sensitivity in communication remained central to trust, motivation, and performance.

Industry Relevance

India's sport industry, expanding through leagues and Olympic ambitions, requires leadership models suited to its cultural and structural realities. This research provides evidence-based guidance for governing bodies, high-performance programs, coach-education frameworks, and sport organisations seeking to cultivate leaders who can navigate these constraints while meeting global performance demands.

Conference Paper on:
Grassroots Kreedakul: A Rural Pathway to India's Olympic Vision 2036

By : Sankalp Thorat & Dr. Anand Lunkad, Grassroots Kreedakul, India

Summary

India's ambition for Olympic excellence by 2036 requires a strong grassroots-to-elite pathway, particularly in rural regions where talent often remains untapped. The Grassroots Kreedakul Program implemented by Tata Trusts and Jnana Prabodhini presents a scalable hub-and-spoke model integrating sports, health, and life skills for children aged 8-14 across rural Maharashtra. Aligned with Khelo Bharat Niti 2025, the program focuses on community ownership, data-driven monitoring, and multi-sport development. This paper outlines the model's design, early outcomes, and sustainability potential, demonstrating how rural systems can contribute strategically to national Olympic talent pathways.

Literature Review

Indian sports policy emphasizes structured pathways connecting grassroots participation to elite performance. Khelo Bharat Niti 2025 highlights rural talent identification, coaching quality, and multi-sport community models as critical enablers of national success. Studies show that integrated sport–health ecosystems produce higher long-term engagement (Best & Kahn, 2016). Thorat (2024) documents operational challenges in rural sports such as limited infrastructure and fragmented monitoring. Existing scholarship supports hub-and-spoke models as cost-efficient structures that improve access, participation, and data-driven governance core elements embedded within the Grassroots Kreedakul initiative.

Significance

- Demonstrates a scalable rural sports development model aligned with national policy.
- Provides a low-cost, community-owned pathway from grassroots to elite levels.
- Integrates sports, health, and life skills, strengthening holistic child development.

Methods (Objectives & Approach)

Objectives:

- Build a replicable rural sports model with Olympic-value-based training.
- Strengthen community-led hubs for sustainability and reduced donor dependency.
- Create structured pathways linking rural athletes to district, state, and national systems.

Approach:

Four hubs and 36 spokes covering 30+ villages; daily training delivered by trained local coaches. Integrated sports-health-life skills curriculum aligned with Fit India and Olympic Values Education. Digital monitoring through mWater for attendance, fitness, and assessment data. Community committees (CMCs) manage logistics, infrastructure, and partial funding.

Preliminary Findings

In the first year, the program engaged 1,156 children with an average daily attendance of 30+ per spoke. Over 500 athletes attended residential camps, showing measurable improvement in endurance and coordination. More than 400 children participated in inter-spoke tournaments, creating competitive pathways toward district-level events. Coaches reported improved understanding of periodization and values-based pedagogy. Community ownership increased through volunteer engagement, village committees, and Gram Panchayat support for community centers.

Component	Hub Level	Spoke Level
Coaching	Professional coaches	Local trainers/volunteers
Training	Multi-sport, structured	Daily basic sport sessions
Monitoring	Digital dashboards	Attendance & fitness logs
Resources	Equipment, experts	Community centers
Pathways	Camps, tournaments	Village competitions

Industry Relevance

The model provides a low-cost, data-supported framework that can be adopted by CSR initiatives, NGOs, district sports authorities, and state federations. Its alignment with government priorities-Sports Policy 2025, Khelo India, and Olympic Vision 2036 positions it as a viable tool for talent identification and rural sports transformation. The hub-and-spoke structure, coupled with community management, ensures long-term sustainability, making it a replicable solution for districts seeking inclusive, high-impact sports development.

Conference Paper on:
Legal Foundations for India's Olympic Ambitions: Lessons from Global Host Nations

By : Tanner Wood, James Madison University, USA

Summary

As India positions itself for a potential 2036 Olympic bid, understanding the legal precedents and governance challenges from past host nations is essential. This study examines two critical legal domains shaping contemporary Olympic delivery: athlete welfare and monetary policy, including commercialization and Rule 40 enforcement. Using Paris 2024, Tokyo 2020, Rio 2016, and London 2012 as case studies, the analysis highlights recurring failures in environmental safety, housing standards, and sponsorship governance. By synthesizing global trends and legal reforms, the paper outlines key frameworks India must strengthen environmental compliance, athlete protections, and commercial regulation to host a safe, equitable, and legally robust Olympic Games.

Literature Review

Recent Olympic cycles reveal growing legal scrutiny around commercialization rights and athlete protection. Grady (2016) documents Rio 2016's relaxation of Rule 40, permitting athletes limited endorsement activity pending IOC approval. Guerin and McNary (2021) demonstrate compliance challenges, finding that 19% of athlete social media posts violated Rule 40 during the blackout period. Meanwhile, environmental and welfare concerns such as unsafe water quality persist across Games. Mougin et al. (2024) highlight Paris 2024's significant environmental risks, particularly related to Seine contamination. Collectively, the literature underscores the need for stronger athlete-centered and governance-focused legal frameworks.

Significance

- Identifying evolving trends in Olympic legislation will help India strategically prepare for a potential 2036 Games.
- Improving athlete welfare including housing, safety, and environmental quality remains one of the most urgent legal priorities for future Olympics.
- Strong regulations protecting athlete rights, health, and commercial autonomy must be central to Olympic planning and execution.

Methods

Objectives:

- Analyze major legal challenges related to athlete welfare and monetary policy (e.g., Rule 40, ambush marketing).
- Identify governance failures and successes from recent Olympic hosts.
- Translate global lessons into actionable legal frameworks for India's Olympic preparations

Approach:

A comparative legal analysis shall be conducted using IOC regulations, environmental assessments, case law, athlete reports, and academic literature from Paris 2024, Tokyo 2020, Rio 2016, and London 2012. Documents will be coded for themes related to welfare, environmental compliance, commercialization, and governance structure.

Preliminary Findings

Environmental and welfare-related legal failures remain widespread. Paris 2024 faced global criticism for inadequate mitigation of Seine pollution despite pre-Games assurances leading to athlete illness and questions of regulatory oversight. Rio 2016's housing deficiencies and water contamination in Guanabara Bay reflected similar governance failures. Monetization challenges persist, as Rule 40 reforms increased athlete commercial autonomy yet introduced compliance lapses. These trends indicate that host nations must prioritize environmental due diligence, enforceable welfare legislation, and clear commercial guidelines.

Conceptual Diagram – Legal Framework for India's Olympic Readiness

Domain	Legal Challenges Identified	Lessons from Past Hosts	Implications for India 2036
Athlete Welfare	Housing, heat safety, water quality	Rio housing failures; Paris Seine contamination	Strong environmental law, pre-Games audits, athlete-safety statutes
Environmental Compliance	Pollution control, facility readiness	Paris & Rio water-quality crises	Mandatory ecological assessments, transparent reporting
Commercial Rights (Rule 40)	Ambush marketing, endorsement ambiguity	19% social media violations in Rio	Sponsor education, athlete guidance, legal monitoring
Governance & Oversight	Contract enforcement, risk management	London's structured delivery authority	Establish independent Olympic regulatory authority

Industry Relevance

For India, preparing for the 2036 Olympics requires early investment in legal reform. Ensuring safe competition environments, implementing rigorous environmental checks, and strengthening athlete-rights legislation will be foundational. Equally important is establishing clear Rule 40 compliance education for athletes, sponsors, and venues to prevent ambush marketing and protect IOC intellectual property.

Conference Paper on:

Sources of Professionalism and Knowledge among Sport Industry Professionals in India with Limited Sport Management Higher Education

By : Dr. Sandhya Manjunath, James Madison University, USA

Cohesive Summary

This study explores how Indian sport professionals develop competencies despite the lack of formal sport management programs. The primary aim is to identify the sources of professional knowledge and the effects of higher education and experience on managerial competencies in areas like governance, budgeting, risk management, communication, and technical skills. Set against the backdrop of India's rapidly commercializing sports ecosystem, evident through leagues such as the IPL, yet lacking accredited academic programs, the research highlights a significant gap between industry growth and educational infrastructure. Utilizing the Competencies of Sport Managers (COSM) instrument and a quantitative MANOVA approach, the study assessed the relationships between education type, experience, and perceived competency levels. The findings reveal that formal education (whether in sport or other fields) has limited significant impact on professional competence. In contrast, extensive industry experience notably enhances proficiency in governance, budgeting, and risk management.

Literature Review

Sport management education has evolved globally since the 1980s, driven by the need for professionalization and competency-based learning (Costa, 2005; Dowling et al., 2014). Developed regions such as North America, Europe, and Australia have established structured sport management curricula aligned with accreditation standards like COSMA. In contrast, India, despite its vast sporting population and commercialization through leagues like the IPL offers limited academic pathways and relies heavily on informal, experience-based learning (Rayner & Webb, 2022). Research emphasizes that managerial competence in sport arises from integrating theoretical knowledge with practical exposure.

Significance

- This study highlights how Indian sport professionals acquire core competencies through informal and experiential learning, despite limited formal sport management education programs in the country.
- Provides empirical evidence to guide universities and policymakers in integrating internships, work-based learning, and international collaborations into India's emerging sport management curriculum.
- Supports India's Olympic Vision 2036 by identifying gaps between education and industry while proposing strategies to cultivate a globally competitive, professionally trained sport management workforce.

Methods

Primary Objective:

- To investigate how sport industry professionals in India acquire knowledge, skills, and professional competencies in the absence of widespread formal sport management higher education.

Secondary Objective:

- To examine the impact of higher education, field specialisation, and years of experience on professionals' competency levels, and to recommend curriculum enhancements through experiential and work-based learning.

Findings and Industry Relevance

This study is situated within India's underdeveloped sport management education landscape and extends existing literature on global sport professionalization by empirically testing competency development among Indian practitioners. Using MANOVA analysis of COSM survey data, the study found that years of experience, rather than formal sport degrees, significantly enhance competencies in governance, budgeting, and risk management. These findings reinforce Informal Learning Theory and Work-Based Learning Theory, highlighting the transformative value of experiential and on-the-job learning. For India's sport industry, these insights provide guidance for policymakers, federations, and universities to incorporate experiential internships and global collaborations, aligning human capital development with the country's Olympic Vision 2036 agenda.

Conference Paper on:
Sport Management Education: Integrating Applied High-Performance Practices Into Academic and Professional Development

By : Rajmohan Sathiyan, Kumaraguru College of Liberal Arts and Science, India

Cohesive Summary

This practice-based study presents an integrated educational model that embeds high-performance training principles, athlete support systems, and innovation-driven entrepreneurship within Sports Management education. Developed through 15+ years of professional experience in coaching, sports science operations, and academic leadership, the initiative responds to gaps in India's evolving sports ecosystem—particularly the limited practical exposure available to Sports Management graduates. The model incorporates curriculum redesign, experiential learning, industry partnerships, skill-based certifications, and innovation incubation, ultimately strengthening students' employability, readiness for high-performance environments, and contribution to India's Olympic Vision 2036.

Literature Review

Sport Management education globally has been criticised for insufficient integration of applied sport science, athlete-centred training environments, and industry practices (Jones & Kingston, 2013; De Bosscher et al., 2015). High-performance ecosystems rely on multidisciplinary competencies training science, performance analysis, recovery systems, and organisational coordination yet academic programmes often compartmentalise these domains.

India's sport sector, undergoing rapid professionalisation through national leagues and grassroots initiatives, requires graduates equipped to operate in complex, high-performance settings. International frameworks such as SPLISS highlight the significance of human capital development, coaching quality, and sport science services in building Olympic competitiveness. The present model aligns with these imperatives while responding directly to INSMA's emphasis on bridging academia–industry gaps, fostering innovation, and supporting Vision 2036.

Significance

- Bridges the theory practice gap by integrating high-performance sport science, athlete care, and management competencies into a unified academic framework.
- Strengthens India's human capital pipeline (Talent) by producing industry-ready graduates capable of contributing to athlete development, event operations, and sport science entrepreneurship.
- Catalyses innovation (Technology) and long-term ecosystem strengthening (Tenacity) through prototypes, industry collaborations, and pathways for applied research-to-market initiatives.

Methods

Research Design
Applied, practice-driven educational intervention combining:

- Curriculum redesign
- Experiential learning modules
- Industry collaboration
- Embedded certification pathways
- Innovation and entrepreneurship training (RIDE Framework)

Participants

- Undergraduate and postgraduate students enrolled in Sports Management and Sports Science programmes.
- Diverse demographic profile (18–25 years).
- Ethical clearance obtained; participation in field projects voluntary.

Data Collection Tools

- Reflective journals (student learning outcomes)
- Competency-based assessments
- Faculty observation logs
- Placement and internship tracking records
- Prototype development outputs

Data Analysis

- Qualitative thematic analysis of reflections and faculty observations
- Descriptive analytics for placement, certification uptake, and project participation
- Comparative review of student competency before and after curriculum integration

Findings

- Enhanced Employability and Industry Readiness: Students demonstrated improved confidence and capability in athlete management, event operations, and performance-support roles. Placement rates increased in high-performance centres, sport franchises, and sport science start-ups.

- Stronger Industry Linkages and Ecosystem Visibility: Partnerships with NSCA India, NASM India, SPAI, professional teams, and national tournaments expanded experiential learning and reinforced institutional credibility.

- Innovation Output and Entrepreneurial Thinking: Student groups developed prototypes such as Athlete Monitoring Systems and sport science service models. Participation in research-to-market pathways increased significantly.

- Pedagogical and Structural Insights: Faculty capacity building and flexible curriculum structures were crucial to sustaining practice-oriented learning within an academically rigorous manpower.

Industry Relevance

This educational model directly supports India's Olympic Vision 2036 by:

- Strengthening the talent pipeline for high-performance roles, including strength & conditioning, performance analytics, coaching support, and event operations.

- Fostering innovation and entrepreneurship through prototypes, applied research, and industry-ready certification pathways aligned with global best practices.

- Building institutional capability to serve as a hub for sport science, ecosystem partnerships, and experiential learning, thereby contributing to national performance and sport industry growth.

Other
Conference Papers

Other Conference Papers

#	Title	Author(s)	Organisations
1	The Impact of the Fantasy Gaming Ban on Changing the Consumption Habits of Avid Gamers in India	Manas Sharma & Pratyank Sharma	Jio Institute, Mumbai, India
2	Strengthening Grassroots Sports in India: Policy, Infrastructure, and Talent Identification for Olympic 2036 Aspirations	Varad Sonavani & Aarushi Jain	Jio Institute, Mumbai, India
3	Public-Private Partnerships in Indian Sports – Custodianship	Hardwan & Vineesh	Jio Institute, Mumbai, India
4	India's Olympic Trajectory: A Machine Learning and Econometric Analysis of Performance Drivers and Medal Forecasting	Prabal & Vivek	Jio Institute, Mumbai, India
5	Kreedakul Sports School: Grooming the Champions for and Beyond Olympics 2036	Swapna Belsare	Grassroots Kreedakul, Pune, India
6	Sustainable Practices in Sports Facilities: Evaluating Energy, Waste, and Resource Management in Local Gyms and Stadiums	Khush Bhavin Kumar & Gopikrishna M	Kumaraguru College of Liberal Arts, and Science, Coimbatore, India
7	Evaluating the Infrastructure Readiness of India as a Sports Tourism Destination: A Focus on Cricket, Football, Badminton, and Cycling	Geona Charis & Prasanth G	Kumaraguru College of Liberal Arts, and Science, Coimbatore, India
8	The Role of Sports in Promoting Social Inclusion and Cultural Identity among Youth in India	D. S. Srenethi	Kumaraguru College of Liberal Arts, and Science, Coimbatore, India
9	Innovation in High Performance Coaching: Effectiveness of Video Analysis Tools for Skill Development	A.S. Adwaiyth Krishna	Kumaraguru College of Liberal Arts, and Science, Coimbatore, India
10	Sport Tourism and Events: Opportunities and Challenges for Regional Development in India	Akash Bobby John	Mahatma Gandhi University, Kottayam, India

Other Conference Papers

#	Title	Author(s)	Organisations
11	Measuring the Impact of Augmented Reality (AR) on Fan Engagement in Sports	Manay Chawra, Rahul Malik & Sagar Suve	K J Somaiya Institute of Management, Mumbai, India
12	Corporate Social Responsibility Contributions for the Growth of Paralympic Sports in India	Ms. Gautami Deolekar, Prof (Dr) Reena Mehta, Prof (Dr) Vandana Tripathi	K J Somaiya Institute of Management, Mumbai, India
13	Sports Talent: A Legacy of Movement Education	Prof L.T. Singh	Manipur University, India

Conference Paper on:

The Impact of the Fantasy Gaming Ban on Changing the Consumption Habits of Avid Gamers in India

By : Manas Sharma & Pratyank Sharma,
PGP in Sports Management (Cohort 2026) Student, Jio Institute, India

Abstract

This study investigates the direct and indirect impacts of the recent ban on fantasy gaming in India on the consumption habits and behaviors of avid gamers. Fantasy gaming, a popular form of realmoney online gaming, gained immense traction in India, particularly during major sporting events like the Indian Premier League (IPL). Platforms like Dream11 and Mobile Premier League (MPL) attracted millions of users by allowing them to create virtual teams and compete for monetary rewards based on the real-life performance of players. However, this sector faced significant legal and social scrutiny due to concerns about its similarities to gambling, which is largely prohibited in India. Despite judicial precedents that classified fantasy sports as a "game of skill," the Indian government passed the Promotion and Regulation of Online Gaming Bill, 2025, which effectively banned all real-money games, including fantasy sports, regardless of their skill-based nature. This ban was enacted on August 21, 2025, and marked a major shift in the country's digital economy.

The central problem addressed by the ban was the escalating societal harm associated with real money gaming. The government cited alarming cases of financial ruin, addiction, and even suicides linked to the platforms. Critics argued that the manipulative design of these apps, which included features like "near-misses," streaks, and notifications, created addictive loops that exploited vulnerable users. The government's rationale was to safeguard the public from these predatory practices, which had become a significant public health and national security concern. The ban also aimed to curb illegal betting and money laundering, which were reportedly being facilitated through unregulated platforms.

The ban's implementation has forced a significant change in the consumer behaviour of avid gamers. This research aims to analyse the post-ban consumption habits of this demographic. Specifically, the study will explore whether former fantasy gamers have shifted to other forms of digital entertainment, such as e-sports, casual free-to-play games, or subscription-based models. It will also examine if the ban has driven a segment of the user base towards unregulated, offshore gaming platforms, which poses a new set of risks. The study will utilise a mixed-methods approach, combining quantitative surveys to measure changes in gaming time, spending, and platform preferences with qualitative interviews to understand the psychological and social impact of the ban. The findings will provide crucial insights into the resilience and adaptability of the Indian gaming market and the unintended consequences of broad-stroke regulatory measures.

Conference Paper on:
Strengthening Grassroots Sports in India: Policy, Infrastructure, and Talent Identification for Olympic 2036 Aspirations

By : Varad Sonavani & Aarushi Jain,
PGP in Sports Management (Cohort 2026) Student, Jio Institute, India

Abstract

At the heart of India's dream to become a sporting superpower is a simple, powerful idea: get every child to play. This vision extends beyond finding the next Olympic champion to building a healthier, more active nation and empowering its vast youth population 65% of whom are under 35 through sport's transformative power. Success transcends medal counts, encompassing rising physical activity, improved community well-being, and poverty reduction through sports scholarships and opportunities.

An effective sports ecosystem is a delicate dance between policy, infrastructure, and talent identification. When they move in harmony, they create a powerful rhythm of progress.

Policy sets the tempo. India has demonstrated commitment through the National Sports Policy 2025 and a record sports budget of ₹3,794 crore for FY 2025-26, a 130.9% increase from FY 2014-15. The Khelo India scheme receives ₹1,000 crore, aiming to reach every corner of the country. However, gaps persist between policy and reality. While 328 infrastructure projects were sanctioned across 32 states, only 360 of the targeted 1,000 Khelo India Centres were established in rural areas by 2021.

Infrastructure is the stage where policies come alive. India has completed 238 of 328 sanctioned projects with ₹2,169 crore investment, building 121 multipurpose halls, 58 athletic tracks, and 16 swimming pools. Yet challenges remain immense: only 10.4% meets Olympic standards, leaving a 45% coverage gap across districts. Three states—Arunachal Pradesh, Bihar, and Meghalaya—lack Olympic- level infrastructure entirely. Women comprise merely 36.9% of SAI scheme athletes (3,485 out of 9,432), while para-sports operate on parallel tracks rather than integrated systems.

Talent identification bridges grassroots enthusiasm with elite performance. Programs like KIRTI (Khelo India Rising Talent Identification) target 20 lakh assessments in FY 2024-25, completing over 51,000 assessments and identifying 2,741 talented children across 24 sports in its first phase.

However, a critical gap exists at the grassroots level. PE teachers serve as the first scouts, positioned perfectly to identify emerging talent. Unfortunately, many focus solely on raw athletic ability rather than holistic development, missing opportunities to nurture well-rounded athletes who understand technique, strategy, and mental resilience alongside physical prowess.

Technology, even basic platforms like YouTube, revolutionizes how young athletes learn new sports. These digital resources democratize access to coaching techniques, training methods, and inspiration from global champions, particularly vital in areas lacking qualified coaches or specialized facilities.

The national network of 187 SAI training centers and 1,031 Khelo India Centres supports over 29,900 athletes combine demonstrate the direct link between facility availability and talent development. Together, this ecosystem spans 32 states with programs across 24 disciplines, training over 20,000 athletes.
Yet India's investment of ₹0.04 per person per day compared to China's ₹6 reveals the journey ahead. Transforming our demographic dividend into sporting champions requires bridging policy-reality gaps, upgrading infrastructure standards, training PE teachers for comprehensive talent development, and leveraging technology's democratizing power. This paper will delve deeper into this ecosystem, with a specific focus on a critical, yet often overlooked, question: in a nation of a billion dreams, how do we truly measure the success of our grassroots initiatives.

Conference Paper on:

Public-Private Partnerships in Indian Sports- Custodianship

By: Hardwan & Vineesh, PGP in Sports Management (Cohort 2026) Student, Jio Institute, India

Abstract

PPPs are increasingly adopted globally to leverage private sector capital and expertise for public infrastructure, including sports facilities (David, 2022; Sforzi C De Nardis, 2019).

Primary Objective

This research aims to examine the causal relationships between Public-Private Partnership (PPP) models in high-performance Olympic infrastructure custodianship and their impact on efficiency, innovation, sustained performance, and profitability.

Secondary Objective

The secondary objectives are to evaluate governance frameworks, contractual structures, risk allocation mechanisms, and legacy planning strategies, given challenges such as the underutilization of venues post-Olympics.

Mixed Methodology

Mixed methodology is applied, drawing from international case studies and primary research that will be conducted. A Likert scale will be one of the methodologies used. Past cases show that well-structured PPPs enhance efficiency. For instance, in the 2014 FIFA World Cup, stadiums in Brazil saw PPP projects completed significantly faster (3-4 months) than public ones (up to 12 months) due to contractual incentives and flexibility (Silva C Cabral, 2017). Singapore's PPP model also reports projects completed 15-20% faster, driven by integrated private sector management and life-cycle costing (Public Private Partnerships: A New Direction in Australia, 2003; Market Research Singapore, n.d.).

PPPs also foster innovation by introducing advanced technologies. Data from Singapore shows a 2530% increase in construction innovation adoption in PPP projects, including smart building techniques, incentivised by private partners' long-term operational responsibilities (Market Research Singapore, n.d.). Performance-based contracts and international bidding further promote creative solutions and global best practices (International Monetary Fund, 2005; Public-Private Partnerships, 2025).

Sustained performance is influenced by PPPs' long-term contracts (20- 30+ years), which incentivise private partners to prioritise durability and maintenance (Investopedia, n.d.; IGI Global, n.d.). Effective risk allocation and explicit long-term maintenance clauses are crucial (Sforzi C De Nardis, 2019; IGI Global, n.d.). However, historical Olympic venues often face post-event underutilization, becoming "white elephants" as seen in Athens and Rio de Janeiro, respectively, highlighting the critical need for integrated long-term repurposing strategies from project inception (Zhang et al., 2025).

Looking at profitability, private partners seek returns through revenue models like ticket sales and sponsorships (IGI Global, n.d.), with PPPs attracting substantial private capital (e.g., $20 billion in Singapore over a decade) (Market Research Singapore, n.d.). Yet, despite these financial mechanisms, public subsidies for sports

stadiums frequently exceed tangible economic benefits for host communities, with $35 billion committed to U.S. venues since 1970 (Bradbury et al., 2023). There is also an emergence of a "market size paradox," where smaller markets often secure more public funding than larger ones (Mortenson, 2025).

The study aims to contribute to the field by clarifying the conditions under which PPPs can be effective custodians of Olympic-level infrastructure. It emphasises the need for robust governance, strategic model selection, comprehensive risk management, and long-term legacy planning to balance civic goals with commercial viability. Ultimately, it demonstrates that PPPs are not inherently efficient or innovative, but their success is causally dependent on structural, contractual, and governance choices.

To summarise, PPPs are not naturally adept at modelling efficiency, innovation, long-term performance, and profitability for high-performance Olympic infrastructure. It is causally dependent on robust governance frameworks, strategic model selection, comprehensive risk management, and a committed focus on long-term legacy planning that balances civic goals with commercial viability. For fruitful and successful results, issues like conflicts of interest and a lack of accountability must be addressed.

Conference Paper on:
India's Olympic Trajectory: A Machine Learning and Econometric Analysis of Performance Drivers and Medal Forecasting

By : Prabal & Vivek,
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Abstract

India's Olympic performance presents a compelling paradox, where a nation of immense human and economic capital has historically underperformed relative to standard sports economic models. This study investigates the complex, non-linear drivers of India's performance transformation from the Sydney 2000 to Paris 2024 Olympic cycles. Our research addresses a critical gap by developing a sophisticated analytical framework to deconstruct the mechanisms of sporting ascent in a major emerging nation, moving beyond simplistic macroeconomic correlations to provide actionable strategic insights.

Theomance gains are not a direct function of aggregate national wealth, but rather the result of synergistic investments in athlete development pathways, high-quality international competition exposure, coaching expertise, and institutional capacity. We model performance as a multi-dimensional outcome subject to path dependencies and feedback loops.

Our methodology employs a novel hybrid approach combining the inferential strengths of econometrics with the predictive power of machine learning. Panel fixed-effects models capture the time-varying impact of performance drivers, while hierarchical Bayesian models account for the nested structure of athlete-sport-country data. The machine learning component leverages gradient boosting and random forest algorithms to identify intricate non-linear relationships and interaction effects that traditional models often miss. A key innovation is a dynamic benchmarking framework using clustering techniques to construct meaningful peer groups, allowing for a more nuanced analysis of relative efficiency and improvement trajectories.

The analysis reveals that granular, sport-specific indicators, such as world ranking density and podium conversion rates, are significantly stronger predictors of success than generalized macroeconomic variables. We uncover critical threshold effects, where investments yield accelerating returns only after a certain level of foundational capacity is achieved. Feature importance analysis highlights the disproportionate impact of coaching quality and targeted athlete support systems. Furthermore, the model identifies distinct structural breaks in India's performance trajectory, corresponding to key policy shifts and institutional reforms. These findings challenge linear extrapolation, underscoring the importance of adaptive, data-informed strategies for optimizing resource allocation and maximizing medal outcomes. The study concludes by presenting a forecasting framework that provides a robust basis for strategic planning within national Olympic programs. Theoretically, we advance the sports performance literature by integrating production function theory with a resource-based view, conceptualizing Olympic success as an emergent property of a complex adaptive system. This framework posits that sustainable performance.

Conference Paper on:
Kreedakul Sports School: Grooming The Champions For And Beyond Olympics 2036

By : Swapna Belsare, Grassroots Kreedakul, India

Purpose

The purpose of this system is to establish a sustainable talent development framework that systematically identifies promising talent between the ages of 11-15 years and provides comprehensive grooming through a multidisciplinary approach. It involves,

- Integration of multiple dimensions, including Ayurveda for holistic health and recovery, physiotherapy for physical rehabilitation and injury prevention, psychology for psychoprofiling and mental training, and specialised sports and fitness coaching for physical fitness and skill enhancement.
- Academics are equally valued and emphasised for holistic development.
- The system aims to nurture athletes' physical, psychological, and intellectual capacities, thereby ensuring long-term growth and performance sustainability.

Background

The Jnana Probodhini "School for Players", the concept was established in 1998 at Jnana Prabodhini Navnagar Vidyalaya in Nigdi, Pune, addressed the need for a holistic training model by integrating five coordinated departments into a single 12-hour school program, ensuring a balance between mind, body and academics.

- Sports Training Department: Focuses on scientific training principles, high-tech tools and skill development, emphasising the physical fitness factor and game selection.

- Sports Health Department (Ayurveda): Provides a unique layer of care by implementing Ayurvedic methods (e.g., Panchkarma) and physiotherapy for body recovery, strengthening and injury management, creating a specific health profile for each athlete.

- Sports Psychology Department: Enhances competitive performance by teaching mental stability and self-management skills. Activities include psycho-analysis, stress counselling and developing the necessary attitude of excellence.

- Education Department: Ensures academic achievement and career preparedness through flexible timetables, a Mentoring Scheme, goal setting and study skill training to balance sports and studies.

This multifaceted, coordinated system offers an innovative paradigm for developing resilient and well-rounded athlete-students.

Design and Implementation

The talent development is achieved through a multidisciplinary approach.
Sports-specific coaching focuses on skill development. Similarly, sports-specific strength, endurance, and flexibility training enable optimal performance. Structured progression plans to support long-term athletic growth. Psychological support for talent identification and mental well-being includes the use of assessments to identify the personality, suitability, and motivation of the athletes. Counselling helps build a healthier mindset. Mental skills training enhances confidence, resilience, focus, and the ability to manage pressure. Physiotherapy focuses on muscle strengthening, conditioning and rehabilitation. Targeted exercises for muscle strength and functional conditioning are conducted.

Ayurvedic support maintains health and recovery based on the weather and prakriti. Academic engagement enhances and sustains intellectual capabilities through regular education. A balance of academic and sporting commitments allows holistic and sustainable growth.

Outputs and Outcomes

The model yields dual-certified individuals, achieving both high academic marks and sports competence. Key outputs include documented Mental Skill Portfolios and preventative Ayurvedic Health Profiles for personalised, scientifically grounded care.

The core outcome is the development of a resilient, balanced athlete, demonstrating profound social and leadership skills. This holistic focus ensures extended athlete longevity and successful post-athletic career transition.

Operational since 1998, the program's success hinges on a commitment to seamless integration of the five departments functioning as one unit. This sustained effort proves that a sports development model rooted in the mind-body-intellect balance is a viable and powerful paradigm.

Future Development and Olympic Alignment

The long-term vision of the system is to increase the number of athletes who progress to higher levels of competition, with a specific focus on preparing them for the 2036 Olympic Games. To achieve this, the system will

- Expand access to training facilities, incorporate advanced sport sciences, and strengthen pathways from grassroots to elite performance.
- Enhanced collaborations with national sporting bodies and exposure camps with international experts will further enrich athlete development and ensure alignment with global standards.
- In addition to sporting preparation, the framework integrates academics and life-skills education, ensuring that athletes are equipped not only for competitive success but also for personal growth.
- This dual focus contributes to the Olympic movement’s vision of sport as a tool for education, health, and cultural exchange.
- In line with Olympic alignment, the programme places respect, excellence, and friendship at its core, embedding these values into everyday practice.

Conference Paper on: Sustainability And Sports Management

By : Khush Bhavin Kumar & Gopikrishna M,
Kumaraguru College of Liberal Arts and Science, India

Aim

The primary aim of this research is to explore the current state of sustainability practices implemented by major sports organizations in India and to assess the factors influencing their adoption and effectiveness.

Research Questions

- What are the key sustainability strategies currently employed by Indian sports management organizations?
- What are the main perceived benefits and barriers to implementing green initiatives in the Indian sports sector?
- How do stakeholders' perceptions influence the prioritization of sustainability goals within these organizations?

Theoretical Background

This study is framed by Stakeholder Theory, examining how various groups (fans, sponsors, government) influence an organization's commitment to sustainable practices. It also utilizes the Triple Bottom Line (People, Planet, Profit) framework to evaluate performance.

Literature Review

Existing literature highlights the growing global pressure on sports entities to address environmental and social impacts, yet a gap exists in comprehensive studies focusing specifically on the unique socio-economic context and regulatory environment of the Indian sports market.

Research Design

A mixed-methods approach will be employed, beginning with a quantitative phase followed by a qualitative phase (sequential exploratory design).

Methodology

The study involves surveying managers from 15 professional Indian sports teams (e.g., cricket, football) (quantitative phase). This will be followed by semi-structured interviews with 8-10 key decision-makers to gain in-depth insights (qualitative phase).

Data Analysis

Quantitative data will be analysed using descriptive statistics (SPSS) to identify trends. Qualitative data will be analysed using thematic analysis to identify common themes and barriers.

Results/Findings

Initial findings indicate that while most organizations have rudimentary recycling policies, comprehensive environmental management systems are rare. Financial constraints and a lack of specific government mandates were cited as the primary impediments to broader sustainability adoption.

Discussion

The discussion will elaborate on the gap between stated intentions and actual implementation, arguing that sustainable practices are currently viewed more as Corporate Social Responsibility (CSR) initiatives than as core operational strategies.

Conclusion

The research concludes that sustainability in Indian sports management is at a nascent stage, heavily reliant on a few committed individuals rather than systemic organizational integration.

Contribution

This study provides the first comprehensive mapping of sustainability practices across major Indian sports organizations, offering a crucial baseline for future national policy and industry development.

Implications

The findings offer practical implications for governing bodies and policymakers to develop sector-specific guidelines and incentives to promote green sports operations.

Conference Paper on:
Evaluating the Infrastructure Readiness of India as a Sports Tourism Destination: A Focus on Cricket, Football, Badminton, and Cycling

By : Charis Geona E & Prashanth G,
Kumaraguru College of Liberal Arts and Science, India

Abstract

Sports tourism infrastructure refers to the physical and service-based facilities that enable tourists to participate in, watch, or engage with sports. Gibson (1998) defined sports tourism as travel motivated by sports-related activities, while Weed and Bull (2009) classified it into event, active, and nostalgia tourism. Existing research emphasizes the importance of quality infrastructure for hosting international events and attracting sports tourists (Higham, 1999; Getz, 2008).

India's recent experience in hosting events such as the ICC Cricket World Cup 2023, FIFA U-17 World Cup, Thomas Cup in badminton, and emerging cycling competitions highlights both achievements and challenges. While world-class cricket stadiums and badminton arenas exist, football and cycling infrastructure remain underdeveloped compared to global standards. Global examples like Japan's Tokyo Olympics and Qatar's FIFA World Cup demonstrate how large-scale investment in stadiums, transport, and hospitality can elevate a country's tourism brand. This study draws on such cases to benchmark India's preparedness.

Research Design, Methodology and Data Analysis

This research adopts a descriptive and comparative design. Secondary data were collected from academic literature, government policy documents, case studies of Indian sports events, and reports from international sporting bodies. A thematic analysis approach was used, with data categorized under:

- Core sports facilities (stadiums, training centres, tracks, velodromes)
- Allied services (hospitality, transport, logistics)
- International benchmarking
- Challenges and opportunities

Results

- Cricket- India has some of the world's largest and most advanced cricket stadiums, such as Narendra Modi Stadium in Ahmedabad. However, challenges exist in sustainable usage, crowd management, and ensuring smaller cities meet international standards.

- Football- The growth of the Indian Super League has improved stadium quality in cities like Kolkata, Goa, and Kochi. However, football infrastructure still lags far behind Europe and South America in terms of capacity, training facilities, and fan experience.

- Badminton- With India's success in global badminton, facilities have expanded, particularly in Hyderabad and Bangalore. Yet, variation in venue standards and spectator amenities remains a limitation.

- Cycling- Infrastructure for cycling is still underdeveloped, with only a handful of velodromes and limited road circuits capable of hosting world-class events. Safety, accessibility, and investment are pressing concerns.

- Allied Services- India's hospitality industry in major cities is highly developed, with world-class hotels and transport systems. However, mid-tier cities and towns hosting emerging events often face challenges in accommodation capacity, last-mile connectivity, and integrated logistics planning.

Discussion

While India has made significant progress in cricket and badminton infrastructure, football and cycling highlight a need for investment and policy focus. Allied services show strong potential in metros but require systematic integration in smaller cities. Addressing these gaps is essential for India's long-term vision of becoming a global sports tourism destination and hosting mega-events such as the Olympics in 2036.

Conclusion

This study concludes that India has strong potential as a sports tourism destination, backed by its cricket dominance, badminton success, football's growing popularity, and emerging interest in cycling. However, the uneven development of sports-specific infrastructure, coupled with gaps in allied services outside major metros, limits India's overall readiness.

Contribution

This paper provides a structured evaluation of India's sports tourism infrastructure, highlighting both achievements and challenges. By benchmarking India's facilities against global standards, it identifies critical areas for improvement.

Implications

Policymakers, sports federations, and tourism boards must adopt an integrated approach—investing in infrastructure for underdeveloped sports, ensuring sustainability of mega-event facilities, and improving hospitality and logistics in smaller cities. Strengthening these areas will not only improve India's competitiveness in global sports tourism but also align with the country's Olympic Vision 2036.

Conference Paper on:
The Role of Sports in Promoting Social Inclusion and Cultural Identity among Youth in India

By : D.S. Srenethi, Kumaraguru College of Liberal Arts and Science, India

Abstract

The Role of Sports in Promoting Social Inclusion and Cultural Identity among Youth in India are often explained using frameworks from sociology, cultural studies, and sports science. Several key theories guide this analysis:

- Functionalist Theory – Suggests that sports contribute to social stability by promoting values such as teamwork, discipline, and unity (Coakley, 2021). Sports are seen as a tool for social integration.
- Conflict Theory – Emphasises that sports can reproduce social inequalities, particularly in terms of gender, class, and commercialization (Jarvie, 2013). For example, elite sports often receive more investment than community-level programs.
- Cultural Identity Theory – Argues that sports act as a symbol of cultural heritage and identity. National and local sporting traditions help preserve cultural pride while global sports foster cross-cultural exchange (Tomlinson, 2010).
- Social Capital Theory – Focuses on how sports build trust, networks, and community cohesion. Participation fosters connections that extend beyond the field, enhancing social inclusion (Nicholson & Hoye, 2008).
- Development Through Sport Framework – Widely used in policy studies, this framework highlights how sports can be harnessed for education, health, gender equality, and peace-building (Levermore & Beacom, 2009).

Scholars have examined the intersection of sports development and socio-cultural perspectives across multiple dimensions:

- Sports and Social Integration: Coakley (2021) notes that sports play a significant role in integrating diverse communities by reinforcing shared values and promoting teamwork. Similarly, Kidd (2013) highlights how participation in organized sports fosters discipline and social mobility.
- Cultural Identity and Globalization: Jarvie (2013) emphasizes that sports serve as a platform for cultural expression, while Tomlinson (2010) discusses the double-edged effect of globalization, which both spreads sports worldwide and risks eroding traditional game.
- Gender and Equality in Sports: Stidder and Hayes (2012) argue that sports can challenge gender norms by providing equal opportunities for women, but persistent barriers such as unequal funding and media coverage remain.
- Economic and Political Dimensions: Green and Houlihan (2005) demonstrate how national sports policies often prioritize elite success, sometimes at the cost of grassroots participation. Wagg and Andrews (2012) show how sports have historically been used for political influence, such as during the Cold War.

Research Design

A qualitative descriptive design will be used, drawing from secondary sources such as journal articles, reports, and case studies to analyze the The Role of Sports in Promoting Social Inclusion and Cultural Identity among Youth in India.

Methodology

Literature review and thematic analysis of academic sources.

Data Analysis

Categorization of data into themes (positive, negative, opportunities) related to sports development and socio-cultural perspectives.

Results/Findings and Discussion

The study shows that The Role of Sports in Promoting Social Inclusion and Cultural Identity among Youth in India has both positive and negative sides

Positive Findings

- Enhances social cohesion and unity across communities.
- Promotes healthy lifestyles and youth engagement.
- Encourages gender equality and empowerment through increased female participation.

Negative Findings

- Commercialization leading to neglect of grassroots sports.
- Gender discrimination and unequal opportunities still exist.
- Overemphasis on elite sports can marginalize recreational/community-level activities.

Opportunities

- Integration of technology and AI for talent identification, performance analysis, and fan engagement.
- Sports as a tool for diplomacy and intercultural dialogue in a globalized world.

Conclusion

Sports development is deeply intertwined with socio-cultural perspectives, shaping communities, identities, and opportunities. While challenges such as inequality and commercialization persist, leveraging technology and inclusive policies can create sustainable pathways for growth.

Contribution and Implications

This study contributes to understanding the dual role of sports as both a development tool and a socio-cultural phenomenon. Findings can inform policymakers, sports organizations, and educators to design inclusive and culturally relevant sports programs that promote unity, equality, and growth.

Conference Paper on:
Innovation In High Performance Coaching: Effectiveness of Video Analysis Tools for Skill Development

By : A.S. Adwaiyth Krishna, Kumaraguru College of Liberal Arts and Science, India

Abstract

Coaching effectiveness is closely tied to the quality and delivery of feedback. Traditional feedback—verbal instruction, demonstrations, and corrective cues—stays foundational in sport coaching (Gilbert & Trudel, 2004). However, video analysis technologies such as Dartfish, Hudl, and Coach's Eye have transformed modern coaching practice by enabling slow-motion replay, biomechanical analysis, and tactical visualisation (Liebermann et al., 2002).

Studies show that athletes retain technical corrections more effectively when feedback is visual and immediate (O'Donoghue, 2015). Video tools also enhance self-reflection, as athletes can observe their own performance compared to expert models (Carling et al., 2018). Despite these benefits, challenges stay, including high costs, technical expertise requirements, and over reliance on technology, which may reduce coach–athlete interpersonal interaction (Nelson et al., 2014).

Research Design, Methodology and Data Analysis

- This study employs a comparative qualitative approach. Data were collected from:
- Case studies of elite sports programs using video analysis (e.g., professional football, cricket, and Olympic training centers).
- Semi-structured interviews with high-performance coaches (n=15) and athletes (n=20).

Review of performance outcomes measured by accuracy, error reduction, and skill retention rates in training sessions.

Thematic analysis was conducted to compare traditional feedback methods with video-enhanced approaches, focusing on categories such as effectiveness, athlete engagement, and coach–athlete dynamics.

Results/Findings and Discussion

Findings suggest clear advantages of video analysis tools over traditional methods:

- Skill Development: Athletes using video feedback showed faster correction of technical errors and higher retention of biomechanical adjustments compared to those relying solely on verbal cues (O'Donoghue, 2015).
- Tactical Awareness: Video replay allowed athletes to better understand game scenarios, decision-making, and positional play (Carling et al., 2018).
- Self-Reflection: Athletes valued the opportunity to independently review performance, fostering autonomy and self-regulated learning.

Challenges found include:

- Exorbitant cost of advanced video systems for grassroots programs
- Coach dependency on technology at the expense of interpersonal communication
- Technical skill gaps in implementing and interpreting data

Overall, video analysis tools complement but do not replace traditional coaching feedback. Optimal outcomes appear when digital tools are integrated with human ability.

Conclusion

This study concludes that video analysis significantly enhances skill development, decision-making, and self-awareness in athletes, making it a powerful innovation in high-performance coaching. However, its effectiveness depends on integration with traditional coaching practices to maintain relational, motivational, and contextual aspects of feedback.

Contribution

The paper contributes by bridging the gap between coaching science and sport technology, offering practical insights for coaches, federations, and athlete development programs.

Future Research

Future studies should investigate long-term effects of video-based feedback on athlete learning, explore its application across diverse sports, and assess how AI-driven video tools may further revolutionise coaching.

Conference Paper on:

Sport Tourism and Events: Opportunities and Challenges for Regional Development in India

By : Akash Bobby John, Mahatma Gandhi University, India

Abstract

Sport tourism and events have become influential factors in the global tourism and leisure sector, fostering social cohesion, cultural exchange, and regional branding in addition to economic growth. Compared to international standards, the potential of sport tourism in India, where sports are intricately woven into national identity and community life, is still underutilized. The function of sport tourism and events in India is examined in this abstract, along with their potential to support socioeconomic opportunities, improve destination appeal, and promote sustainable development.

Three key dimensions are identified in the paper. First, the economic impact, with an emphasis on how major events like the Indian Premier League and local competitions create jobs, draw in sponsors, and stimulate local business communities. The second is social and cultural significance, as sport tourism improves India's reputation abroad and promotes inclusivity and community involvement. Third, sustainability and governance, which tackles issues like inadequate infrastructure, environmental concerns, and the necessity of policy alignment between the tourism and sports industries. This study emphasizes the dual role of sport tourism in boosting both domestic and inbound tourism by focusing on the Indian landscape and drawing comparisons with case studies from around the world.

Methodologically, the research adopts a qualitative approach, synthesizing secondary data from academic literature, government reports, and industry case studies. The analysis is framed within the lens of sport event legacy theory and sustainable tourism development models. Findings reveal that while India has immense potential in leveraging sport tourism—through cricket, adventure sports, indigenous games, and emerging event destinations—systematic planning, stakeholder collaboration, and policy integration remain critical for long- term success.

The abstract argues for the need to institutionalize sport tourism within India’s tourism policy frameworks, creating synergies between national sports federations, state tourism boards, and private stakeholders.

Moreover, adopting sustainable event management practices can mitigate environmental and social challenges, ensuring equitable benefits to host communities. Ultimately, sport tourism and events in India are positioned not merely as economic ventures but as transformative avenues to showcase cultural diversity, strengthen international soft power and align with India’s aspirations as a global sporting hub.

Conference Paper on:

Measuring the Impact of Augmented Reality (AR) on Fan Engagement in Sports

By : Manay Chawra, Rahul Malik & Sagar Surve,
K J Somaiya Institute of Management, India

Abstract

Augmented Reality (AR) is revolutionising fan engagement in sports by enhancing immersive experiences, interactive content, and real-time data visualisation. This study investigates the impact of AR on fan engagement by analysing user interactions, emotional responses, and behavioural changes across different sports platforms. The research employs a mixed-methods approach, combining qualitative surveys and quantitative data analysis to assess the effectiveness of AR in increasing audience participation, satisfaction, and loyalty. Results indicate that AR significantly enhances fan engagement by providing dynamic and personalised content, fostering a deeper connection between fans and sports entities. The findings offer valuable insights for sports organisations, marketers, and technology developers aiming to optimise AR applications for a more interactive and engaging fan experience. The rapid growth of digital technologies has dramatically changed how fans connect with sports. One of the most exciting developments is Augmented Reality (AR), which enhances sports experiences by adding interactive and immersive features. AR combines digital information with real-world settings, allowing fans to interact with sports content in fresh and exciting ways, whether they are at the stadium, watching live broadcasts, or using mobile apps.(Pickman, n.d.)

In recent years, AR has found its way into various areas of sports entertainment, such as real-time player stats, virtual merchandise try-ons, interactive fan zones, and engaging game replays. This technology has the potential to transform the traditional fan experience, fostering deeper emotional connections, improving viewership retention, and boosting audience participation. With AR, fans can access player information, view instant replays from multiple angles, and even take part in gamified experiences that enhance their overall involvement. Through mobile apps, social media, and in-stadium events, AR keeps fans engaged before, during, and after games. (Goebert, 2019) Despite its increasing presence in the sports world, there is still a limited understanding of AR's true impact on fan engagement. While some research has looked into the role of digital media in sports marketing and fan loyalty, there is a lack of empirical studies specifically examining AR-driven interactions. The effectiveness of AR-enhanced experiences in building long-term engagement, encouraging repeat interactions, and shaping consumer behavior has yet to be thoroughly investigated. Moreover, factors like user experience, accessibility, and technological limitations are crucial in determining how widely AR is adopted and its success in the sports arena. (Wang et al., n.d.)

As sports organizations strive to find new ways to attract and keep audiences, augmented reality (AR) offers an exciting opportunity to enhance fan experiences. This research paper aims to fill the knowledge gap by examining how AR boosts fan engagement, loyalty, and overall satisfaction. By analyzing key engagement metrics and comparing AR users to non-users, this study will provide valuable insights for sports franchises, broadcasters, and technology developers. Understanding how effective AR is will enable stakeholders to refine their digital strategies and create engaging fan experiences that promote ongoing involvement and commercial success. (Pickman, n.d.)

Additionally, this study will look into the various uses of AR across different sports and assess how factors like age, digital skills, and familiarity with AR affect engagement levels. It will also explore how sports teams, leagues, and broadcasters can seamlessly incorporate AR into their current marketing strategies to enhance fan participation and financial returns. (Balasubramanian, 2024)

As the sports industry adapts to the digital age, grasping the impact of AR on fan engagement is crucial for stakeholders aiming to stay competitive. By providing a thorough analysis of AR's influence in sports, this research will add to the ongoing conversation about technological advancements and digital transformation in fan engagement strategies. (Goebert, 2019).

Research Methodology

This study adopts a cross-sectional, descriptive, and quantitative approach to analyze the impact of Augmented Reality (AR) on sports fan engagement. Data was collected through surveys (Google Forms), with a sample of 110 sports fans. A pilot test was conducted with a standard deviation of 1.14 to ensure data reliability. The key metrics assessed include engagement scores, time spent on AR features, and social media interactions. Analytical techniques such as T-tests, ANOV A, and sentiment analysis were used to examine the collected data. Various survey and analytics tools were utilized to interpret findings effectively.

Conclusions

The findings indicate that AR significantly enhances fan engagement by providing immersive and interactive experiences. Fans who engage with AR features tend to spend more time consuming sports content and interacting with other fans. However, challenges such as accessibility, technological barriers, and resistance from traditional fans hinder widespread adoption. The study also suggests that AR has the potential to increase fan loyalty and influence sports-related purchases, making it a valuable tool for sports organizations looking to enhance digital engagement.

Managerial Implications

The findings of this study highlight significant opportunities for sports organizations, broadcasters, and marketers to leverage Augmented Reality (AR) to enhance fan engagement. AR can be integrated into live sports broadcasting, stadium experiences, and digital platforms to create immersive interactions that increase viewer retention and loyalty. Organizations should focus on making AR features more accessible and user-friendly to encourage widespread adoption among different age groups and demographics. Additionally, developing personalized AR experiences tailored to individual fan preferences can drive deeper engagement and foster long-term relationships with sports audiences. Monetization strategies, such as offering exclusive AR-based content for premium subscribers, can open new revenue streams. Standardizing engagement metrics for AR will be crucial for measuring its long-term impact and justifying further investment in this technology.

Conference Paper on:

Corporate Social Responsibility Contributions for the Growth of Paralympic Sports in India

By : Ms. Gautami Deolekar, Prof. (Dr.) Reena Mehta, Prof. (Dr.) Vandana Tripathi,
K J Somaiya Institute of Management, India

Background/Purpose

The Paralympics in India have gained attention in recent years due to awareness, performance, and recent wins. Despite this, para-athletes are still facing challenges with limited funding, low media coverage, and a lack of infrastructure. The objective of the study is to learn whether the contributions of Corporate Social Responsibility (CSR) are influencing the growth of paralympic sports in India. This study helps in understanding how CSR contribution aids para-athletes and affects the long-term programme for the Paralympics.

Design/Methodology

The literature review is focused on corporate social responsibility, the paralympic games, and para-athlete development. The study employs quantitative research, analysing the data of the company and the trends and patterns of the company. Data is collected from official reports, government portals, and CSR disclosures of major corporations.

Practical Implications

The findings highlight the critical role of CSR and government funding in bridging resource gaps for Paralympic sports. The finding will also help policymakers, sports federations to understand the current scenario and provide more support towards paraathletes. The findings will help in understanding and raising awareness among companies and society.

Originality/Value

Although there is a significant contribution for CSR for sport development, there is still a need to support the para-sports development, despite their excellent performance at the national and international levels. The study examines the gap by addressing insights of scale, trend, patterns, and the impact of the CSR funds in paralympic sports. It offers a data-driven perspective on the empowerment of athletes with disabilities. It provides a valuable framework for evaluating the financial impact of social initiatives on sports development.

Keywords

CSR, Paralympic sports, paralympic sports in India, disability sports development, CSR funding from the government, CSR expenditure trends, and CSR spending from companies.

A literature review and a brief justification for the proposed research project

The aim is to raise awareness of the CSR funding supporting sports development in India. An adequate understanding of the literature is discussed to identify the research gaps based on the current state of knowledge.

Corporate Social Responsibility for Paralympic

The name 'Paralympic Games' is defined as a set of events in which athletes from different countries and different disabled groups participate. It is a combination of the Greek words 'para' (besides) and Olympic; broadly, it means that the competition is organised in parallel with the Olympic Games. The origins of the Paralympic Games trace back to 1904, when athletes with disabilities were included in the St. Louis Olympic Games.

However, this was not an official Paralympic event; it was just a part of the broader exposition and not a separate competition. Para-sports, The first Paralympic game was held in 1960, while the second were held in Tokyo in 1964 (Legg, D., 2022). The Paralympics journey in India began with the 1968 Paralympic Games held in Israel. Ten athletes, including two women and eight men, competed in these games (Ghosh, D., & Chatterjee, D.K., 2022). In India, the contribution of Corporate Social Responsibility (CSR) has been increasing in many sectors, including sports. The CSR today, is increasingly being recognised for creating positive impacts; in particular, CSR involvement with sports initiatives is crucial for underserved communities, such as people with disabilities (Legg, D., 2022).

Furthermore, CSR has enabled para-athletes to procure better resources, nurture and develop talent, and create a platform to showcase their talent. CSR bridges the gap in accessing training, equipment, infrastructure, and competitive opportunities (Arumugam, U., and Manida, M., 2020).

Definition of CSR and CSR for paralympic

Author	Definition
Fatima and Elbanna (2023)	CSR is defined as the process by which organizations integrate social and environmental concerns into their business operations and interactions with stakeholders.
Vishwanathan et al.,(2020)	CSR is defined as corporate actions and policies that are designed to produce positive social and environmental outcomes, which, in turn, contribute to the long-term financial performance of the firm
Legg, D. (2022)	CSR refers to the support and involvement of organisations in community development, which, in the case of the Paralympics, can include sponsorship, awareness, and empowerment for athletes with disabilities.
Ghosh, D., Chatterjee, K. (2022)	CSR refers to the role of corporations in contributing to societal well-being, which may include support for athletes and events related to the Paralympics.
Ersöz, G., Esen, S. (2022)	CSR can be defined as the initiatives taken by organizations to contribute to the societal well-being, including their support for individuals with disabilities and their involvement in initiatives related to the Paralympic Games.
Haslett et al. (2020)	It defines para-athlete activism as the ways in which athletes with disabilities use their platform to advocate for social change, challenge discrimination, and promote disability rights.

Conference Paper on: Sports Talent: A Legacy of Movement Education

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Purpose

The purpose of the present study is to emphasize the importance of the long-term outcomes of the fundamental movement education program as the holistic core foundation for igniting sports talent and identification.

Description

The movement concepts and fundamentals have guided the movement education, encompassing movement structure, process, and methodology, to facilitate the development of exploration, experimentation, problem-solving, and evaluation. To maintain the quality and efficiency of physical activity, different movement concepts are required. The fundamental movement skills imparted in movement education include walking, running, jumping, throwing, catching, pushing, pulling, lifting, kicking, and swinging. Various biological and environmental factors influence these fundamental skills. The fundamental skills are taught and imparted to develop futuristic talent in multiple sports activities. Practicing these fundamental movement skills enables the child to develop more complex and specialized sports skills. Young children strive to attain excellence in sports activities, performing different fundamental movement skills. However, the systematic organization of movement education programs in schools and other public places is indispensable for identifying potential sports talent. In recent decades, talent identification and development programmes have gained popularity, but how talent should be defined and identified remains debatable, with numerous attempts over the past century. The term talent is very common across the domains, and its meaning substantially changes depending on the particular perspective of the users. It is suggested that talent is not an all-or-none phenomenon. It is the dynamic manifestation through movement concepts and fundamental skills that is determined by both innate and environmental factors.

Conclusion

Sports talent may be uni- or multi-dimensional character. It is advocated that talent identification and development programmes should be dynamic and interconnected, taking into consideration the maturity status of movement skills and innate potential for future classic talent development. It has been realized that a conceptual understanding of fundamental movement skills at an early age is crucial to facilitating and cultivating the champions of tomorrow. The long-term outcomes of a strong fundamental movement skills program hold the true potential to develop sports talent.



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