



Year XII, Vol. III, Winter 2011

Managing Change and Beyond...

# tapasya



## SPORTS MANAGEMENT

*Aiming Higher.... Reaching farther !*

Tapasya wishes you a happy and safe 2012

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## **Indira Group of Institutes**

**Editorial Office :** 85/5A, Tathawade, Near  
Wakad Police Chowkey,  
Pune - 411 033.

Phone : (020) 66739864

E-mail : vijai@indiraedu.com

Website : www.indiraedu.com

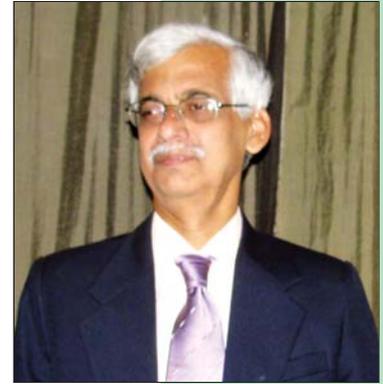
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## SPORTS MANAGEMENT



Sports Management has been trying to introduce a newfound professionalism in the way we organise, perform and conduct sports events in the country and the involvement of sportsmen of calibre in the management of sports and sportsmen augurs well for the country's performance internationally.



The climate in the country today does not augur well for its development and I am not talking merely about the monsoon or the warm weather that occasionally does batter the country to its disadvantage. Most will agree that the geographic weather is a much lighter issue to tackle than the political and economic impasse presently facing the country; or the issues of propriety and moral values in the polity that are threatening to tear the fabric of the nation for personal and partisan interests.

Even as growth slips in the country, we are hurtling down further in the world's estimation of our human development. Already there is talk of India and China slipping back if they are not able to get their act together in time; perhaps it is also the amber light for China to concentrate more on building its economic might rather than flexing its military muscle at its neighbours. Industrial production has nosedived in the past few quarters and threatens to take the economy with it. Infrastructure development in the country is becoming as controversial as it is necessary for our development. Our image in the international community is taking a beating like never before, thanks to the unfolding stories of billion dollar scams that tumble out of our political cupboards like tightly bundled skeletons waiting to exhale.

Policy planning and policy implementation paralysis has struck our decision makers with the force of a tsunami, ostensibly due to the daily disclosures of ministerial-bureaucratic-corporate misdeeds over the last few years; and thankfully, some are probably ruing their ill-intentions by the nation in the cool climes of Tihar. Our politicians though are more concerned about winning the next elections beginning with the UP Assembly which will be the beacon to lead the way to Parliament.

Yet, these are the forces that are balking at the sounds of unease coming from India Inc. When the captains of industry led by Ratan Tata choose to sound a note of caution the politicians better stop politicking and listen. Already a number of our corporate houses have been known to be looking for greener pastures abroad to invest their funds in; and if this is the position with Indian companies, how can we expect foreign investment to come into India?

The insular nature of Indian politics has become evident with the FDI controversy that has finally put the brakes on inflow of foreign capital into retail. The imbroglio has once again served to expose the self-serving nature of Indian polity – when a party that was till a few years ago a votary of foreign investment, suddenly realized that it carried demons of self annihilation in supporting it; or when the ruling alliance suddenly thought of it as the answer to India Inc's wail (*and as many believe, a diversionary tactic from the ongoing flood of dreadful revelations on the rampant mismanagement in policy management*)

***Our image in the international community is taking a beating like never before, thanks to the unfolding stories of billion dollar scams that tumble out of our political cupboards like tightly bundled skeletons waiting to exhale.***

In the midst of all this, the worst sufferer is the common man in India. If a Times of India report is to be believed, the gap between the rich and the poor in India has grown exponentially in the past ten years with the poor becoming irrecoverably poorer and the rich uncaringly richer (see page 56). Does this disparity augur well for India? Does our political class have the time or intent to honestly do some soul searching and come with palpable answers that will serve to assure the poor that their concerns are meriting consideration at the highest level? We have the very recent example of Tunisia and Egypt to guide us to the path of justice and fairplay and our failure to see the writing on the wall will leave us no alibis.

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The past few years have seen a positive movement towards improving our sporting standards vis a vis our past achievements. Much as many would like to disbelieve the theory that this was made possible by the coming of the liberalization process the fact remains that India has made a committed attempt at leveraging its strengths in the field of sport – and not necessarily cricket of late; and the winds of inspiration blowing from the five continents have certainly influenced this result. The age of the professional is well and truly upon us and it is time we accept the truth that systematic and scientific training is the key to sustained and consistent results in sports, as much as in other forms of human endeavour. Thus, until recently success or otherwise in sporting activity was a matter of chance, more like a mere outing for the sportsperson and the administrative official. A welcome breeze of realism seems to be blowing now if the improved results and the calculated preparations aimed at success on the sports field is any indication.

The coming of the sports manager on the Indian stage has contributed in no small measure to the change in scenario and one hopes things can only get better with this infusion of professionalism in approach and outlook to the entire question of sporting activity in the country. Tapasya decided to take a close look at Sports Management in line with the changing attitude to managing sports and sportspersons. We approached some of the best in the business – from the Sports Authority of India, to internationally renowned sports managing firms, and compiled their individual views and suggestions that could be an eye opener to what really has been done so far and remains to be done yet.

*A welcome breeze of realism seems to be blowing now if the improved results and the calculated preparations aimed at success on the sports field is any indication.*

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There are three signs of old age: loss of memory... I forget the other two.

– Red Skelton



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*All opinions expressed in the articles are those of the authors.  
The Editor, the Institute and the Publisher bear no responsibility for the same.*



This column focuses on and profiles individuals who, through the power of their hard work and the force of their personality have become success stories and have created a niche for themselves in society.

## Profiling **Joe Sebastian, Executive Director (Operations), Sports Authority of India**



Joe Sebastian is the Executive Director, (Operations) Sports Authority of India. An officer of the Indian Revenue Service on deputation to the Sports Body, Mr Sebastian has been involved in Sports and administration of Sports since long. He has served as Director of Sports in the Ministry of Sports and Youth Affairs, Government of India after which he was posted to the Sports Authority.

He has held various assignments, posts and departments, including in Government policy making, Operations, Infrastructure, International Cooperation Cell, Media and PR, Finance as also Secretary, SAI.

He has a plethora of interests which range from music to gardening, and the environment to public speaking. He has addressed numerous seminars and workshops in India and abroad both concerning his official function as also his other interests.

He spoke exclusively to Tapasya and expounded his views on various aspects of the working of Sports Authority of India. He has also written for Tapasya a preview on the Sports Development Bill which has created considerable interest in the media and those interested in promotion of sports in India. This article appears elsewhere in this issue.

Mr Joe Sebastian is an officer of the Indian Revenue Service (Income Tax, 1990 Batch) and is presently under Central deputation to the Sports Authority of India and currently occupies the post of Executive Director (Operations and Infrastructure Division) besides being the Government Observer for physically disabled sportspersons and also the First Appellate Authority for RTI for all Regional Centres in the country.

A graduate in Economics and Post Graduate and University Gold medalist in International Relations, he started his career as an Assistant Commissioner of Income Tax, primarily involved in the assessment of income and corporate tax returns in various Centres including Bangalore, Mangalore and Mumbai. Besides, as a Joint Commissioner of Income Tax, he was also the Department Counsel to the Income Tax Appellate Tribunal in Mumbai. He has also worked as an Investigating Officer investigating unaccounted money both inside and outside the country.

His interests include travelling, gardening and music, besides being specially concerned about protecting the diversity and integrity of various living resources and promotion of the environment. He has addressed a number of seminars/workshops/clinics/conferences etc. both in India and abroad, relating to both his professional calling as also other areas of interest.

### In conversation with P. G. Vijairaghavan

## On the mission and mandate of Sports Authority of India

Sports Authority of India was set up in 1984 as an autonomous registered society, as the apex body under the Government of India, for the promotion of sports in the country. The General Body of SAI, which is the highest policy making body is chaired by the Prime Minister of India whereas the administration/management vests in the Governing Body under the Chairmanship of Union Minister for Youth Affairs & Sports with the Director General appointed by the Govt. of India, being the Chief Administrative Authority of SAI headquartered in New Delhi.

Through primarily, its various Schemes catering to the age group of 8 – 25, the SAI is engaged not only in the promotion of excellence in sports but also spotting and nurturing talent at the sub-junior, junior and senior levels with the objective of achieving 'sports for all' besides 'promotion of excellence', at the National and International levels by providing the meritorious



sportspersons, requisite infrastructure and equipment, coaching facilities, scientific back up, nutritious diet, competition exposure, advance training abroad, educational allowances, stipend, medical insurance, educational expenses etc.

SAI currently has 7 Regional Centres at Bangalore, Gandhinagar, Bhopal, Sonapat, Chandigarh, Kolkata, Imphal and 2 Sub-Centres at Guwahati and Lucknow in addition to the Netaji Subhas National Institute of Sports, Patiala which is the academic arm of the Sports Authority of India. The Sports Authority of India, through NS NIS Patiala offers a variety of courses in Sports Coaching, Sports Medicine and Graduate & Post Graduate courses in Physical Education at the Laxmibai National College of Physical Education, Trivandrum.

Even though, in recognition of its pivotal role, particularly, in the promotion of sports excellence in the country, the outlay of SAI received a significant increase in terms of funding in the (XIth) Plan, it is far too short to

cater to a continental sized country like India, which inspite of various other constraints, like manpower etc. has still come up with creditable results in terms of performance, particularly at the sub-junior and junior levels.

#### **On the key functions of SAI**

The qualitative performance of SAI needs to be seen in the light of 3 distinguishing aspects :

- (a) **Academics** which includes the schemes for training of coaches and other scientific staff and programmes related to Physical Education.
- (b) The activities of SAI through the **TEAMS Division** (which stands for Training of Elite Athletes and Management Support). Training of identified elite athletes and teams in different disciplines in active coordination and cooperation with the National Federations and –
- (c) **The Operations Division** which includes Schemes primarily pertaining to the spotting and nurturing of talent by ‘catching them young’ from the age of 8 onwards.

#### **What are the key Schemes of SAI?**

The important schemes run by SAI include –

#### **ACADEMICS**

**Netaji Subhas National Institute of Sports, Patiala**, as the premier sports training institution in the country, has been providing yeomen service to sports trainers and sportspersons since its inception in 1961, and functions today, primarily as the academic arm of the Sports Authority of India, together with its extension centres at Bangalore and Kolkata, conducting various Diploma and Masters Course in Sports Coaching as well as Post Graduate Diploma Course in Sports Medicine, in addition to Refresher and Certificate Courses at regular intervals in various sports disciplines, catering to primarily the civilian domestic population. Special courses are also conducted for Army personnel and foreign students in an effort to build synergies and optimise the training facilities to the extent possible.

Though SAI has been offering services in the areas of coaching and sports medicine, there is considerable room for improvement not only in the

*There is also a need to improve the academic and scientific content of the training programmes pertaining to training and coaching of sports sciences.*





teaching methodology and curriculum content but also in terms of the requirement of teaching staff and faculty who are to be made abreast with the latest technology/methodology, pedagogy and there is also a need to improve the academic and scientific content of the training programmes pertaining to training and coaching of sports sciences for which further steps would be taken during the XII Plan period in order to effectuate the above objective.

**Lakshmbai National College of Physical Education (LNCPE), Trivandrum** affiliated to the University of Kerala awards 3 year Bachelor and Master's degree in Physical Education. Though it has had mixed results in terms of various targets set some of its weaknesses observed and which needs to be fixed are :

- (a) Teaching and administrative faculty requires to be strengthened.
- (b) Lack of attractive employment opportunities for its trainees due to the average quality of intake into the College.
- (c) Most of the candidates applying to the Institute come from the local areas whereas it's a National Institution and ideally should be able to draw students atleast from the whole of the Southern Region, if not the entire country. The LNCPE Trivandrum though having a lot of potential needs to make special efforts to channelise trainees at the various SAI Centres to seek admission under various courses and programmes at LNCPE besides, may be even, starting contact study centres in STCs and SAGs, as also the National Open School System in order to provide secondary level education to SAI trainees and provide opportunities to whosoever wishes to join the LNCPE and other such institutions to pursue courses either in Physical Education or related courses having employability



potential.

**TEAMS stands for the Training of Elite Athletes and Management Support** and this Division is virtually the backbone of the primary SAI mandate of promotion of excellence in sports at the national level and which provides support to the National Sports Federations in the preparation of the National Teams which participate in various International events. The TEAMS Division coordinates Long Term Development Programmes (LTDP) of each National Sports Federation, provides logistics and training support at NIS Patiala and other Regional Centres as also selected training centres outside the ambit of the Sports Authority of India. The TEAMS Division draws most of its funding from the Ministry of Youth Affairs & Sports under the Scheme of Assistance for National Sports Federations and also provide support to the NSFs in the identification and procurement of foreign coaches and selection of the national coaches and support personnel for each NSF which is responsible for training of identified probables for the National Teams. The outcome of these inputs and support, particularly from the TEAMS Division of SAI has resulted in reasonably creditable performances in comparative terms, in recent championships, like Commonwealth Games 2010 and Asian Games 2010. More specifically, creditable results have been achieved in the disciplines of –

**Shooting, Archery** and some events of **Athletics, Rowing, Weightlifting, Wrestling, Women's Boxing** and **Billiards & Snooker** etc. However, in absolute terms there is still a long way to go in reaching a satisfactory position considering the deficiencies identified in the existing arrangements which need to be rectified for concrete progress, in the specified mandate assigned to the Sports Authority of India.

- (a) Greater focus on scientific and allied support to the National Teams during the training, particularly at National Camps.
- (b) Provision of high quality equipment



which is a continuing gap area even though some improvement has taken place during the Plan periods.

- (c) Provision of shortage of world class coaches not only for the National Teams but also the development of junior and sub-junior teams etc.
- (d) Focused attention to the development of junior players at the National and International levels with proper exposure.
- (e) Need for improvement in the infrastructure and personnel support particularly in the area of sports sciences, research and development.
- (f) Last, but not the least, the monitoring of LTDP in a more optimum result oriented and transparent manner.

### **On what constitutes the bread and butter Schemes of the SAI**

The Sports Authority of India's bread and butter Schemes are those schemes of the Operations Division of the Sports Authority of India which promotes sports, including at the grass root levels throughout the country in the age group of 8-25 years wherein potential talent is scouted and selected as per



prescribed norms and criteria, who are then provided boarding, lodging, sports kit, equipment support, scientific back up, stipends and international exposure in order to enable them to excel in national and international levels by specifically promoting the following schemes in order to do so :-

- \* **National Sports Talent Contest (NSTC)**
- \* **Army Boys Sports Company (ABSC)**
- \* **SAI Training Centres (STC)**
- \* **Special Area Games Centre (SAG)**
- \* **Centre of Excellence (COX)**

### **On assessing the SAI's performance**

The contribution of SAI has however to be seen and judged in the background of the framework for the action plan set out in the National Sports Policy in 2001 on the eve of the launch of the X Plan period, as follows :-

- (a) According high priority to the development of sports in the rural areas by mobilizing village panchayats/gaon sabhas as well as rural youth and sports clubs – (i) to facilitate development of the requisite infrastructure; and (ii) to harness the available talent and potential through an appropriate competition structure in rural areas as also in the disadvantaged and remote parts of the country.
- (b) Giving special consideration to the North Eastern Region under various schemes.
- (c) Promoting indigenous games all across the country
- (d) Actively pursuing the integration of Sports and Physical Education with the educational curriculum, making it a compulsory subject of learning up to the Secondary School level and incorporating the same in the system of student evaluation.
- (e) Introducing a National Fitness Programme in all schools and initiating steps to augment the required resources, both material and human.
- (f) Setting up of advanced specialised discipline specific sports schools.
- (g) Introducing an appropriate inter-school and inter-college/university competition structure at the National, State and District levels.
- (h) Involvement of various agencies, apart from the Government (Central & States), including the Panchayat Raj Institutions (PRIs), Local Bodies, Educational Institutions, Sports Federations/Associations, Clubs, Private/Public sector entities and Civil Society for creation, utilisation and proper maintenance of the sports infrastructure at all levels.



- (i) Introducing a system of review based periodic prioritization of various sports disciplines on the basis of proven potential, popularity and international performance, with a view to put special emphasis on development of such priority disciplines in collaboration with IOA and State Governments.
- (j) Setting up centres of excellence to identify and train outstanding sportspersons and sports academies where young and talented sportspersons could be groomed to achieve higher levels of performance in the international sports arena.
- (k) Working together with Government, IOA and NSFs in a harmonious and coordinated manner.
- (l) Ensuring that the IOA and the NSFs demonstrate orientation towards achievement of results and tangible progress and their functioning is transparent, professional and accountable.
- (m) Preparing Long Term Development Plans (LTDPs) for each sports discipline, including a proper calendar of



competitions at various levels.

- (n) Providing the requisite scientific back up in terms of nutrition, psychology, medicine, pharmacology, physiology, bio-mechanics, anthropometry, etc. to sportsperson.
- (o) Initiating suitable measures, including tax-exemptions on imports of raw materials as well as finished goods through OGL route and sales tax exemptions by State Governments on sports goods to ensure access to high quality sports equipment.
- (p) Taking concerted steps to train coaches, sports scientists, judges, referees and umpires in line with international standards.
- (q) Providing adequate incentives to provide both social recognition and financial security to distinguished sportspersons during and after their sporting careers.



- (r) Drawing up joint/unified sports tourism plans for various parts of the country.
- (s) Encouraging corporate houses to adopt and support particular disciplines as well as sportspersons through tripartite agreements between the Government, the concerned Sports Federations and the corporate houses.
- (t) Encouraging eminent sportspersons to set up sports academies.
- (u) Mobilizing the electronic media, including the national broadcasters, the private channels and the print media for strengthening a sports culture in the country and
- (v) Pursuing sports exchange programmes with all friendly nations, with emphasis, on the one hand, on advanced training





for sportspersons and coaches, scientific support, the latest research aids and development of infrastructure and earning laurels for the country in sports and games, on the other.

### On the unfinished agenda of SAI

Following the appraisal of the Action Plan set out in the X Plan period it is seen that some of the problems and issues which still persist, are:-

- (a) Lack of a sports culture and consciousness in the country.
- (b) Non-integration of sports with education.
- (c) Lack of proper co-ordination amongst the Centre, States, Federations/Associations and various private and public sector undertakings.
- (d) Lack of infrastructure in the rural areas and its concentration in urban/metropolitan centres.
- (e) Under-utilisation of available infrastructure and its poor maintenance and up-keep.
- (f) Lack of good quality and affordable sports equipments.
- (g) Absence of adequate incentives for the youth to take up sports as a career.
- (h) Lack of a system for proper identification of talent.
- (i) Unfair selection procedure and last minute finalisation of teams.
- (j) Lack of adequate exposure and specialised training/coaching of international standards.
- (k) Non-availability of nutritious diet for sportspersons.
- (l) Inadequate participation of women in sports.
- (m) Lack of committed administrators with love and knowledge about sports.
- (n) Lack of modern facilities for sports science, sports medicine, psychology, etc.
- (o) Inadequate allocation for sports in the budget.
- (p) Concerted action is to be taken to tide

over the problems faced by sportspersons who at 25-30 have very good potential.

### On the prescription for making India a sports loving and sporting nation :

*Given the substantial challenges faced by SAI, there is no other option but to strain every sinew collectively and individually with a clear and focused vision, mission, and clearly laid down objectives, if we are to make India a country with sports culture permeating all walks and spheres, all gender, strata and community.*

#### Vision

To make India a leading country in the world of sports with a strong sporting culture.

#### Mission

- (i) To promote Sports for All and Physical Education on the national agenda to derive multiple benefits offered by them in terms of youth development, social inclusiveness, community development.
- (ii) To promote all round excellence, including the promotion of a clean sporting environment and physical well being of athletes.

#### Objectives

- (i) Popularization of Sports for All by way of integration of sports and physical education with education and health, providing basic infrastructure facilities, community coaches and organizing sports competitions in rural and urban areas.
- (ii) Augment availability of advanced/modern sports infrastructure with state-of-art facilities across the country.
- (iii) Protection, preservation and promotion of playfields.
- (iv) Increased participation of women and the disabled in sports.
- (v) Special focus on sports development in North East.
- (vi) Promotion of excellence by expansion of talent pool and nurturing of identified talent by way of training/coaching, including customized training of elite athletes, incentives to sportspersons.
- (vii) Promotion of transparency and accountability in National Sports Federations.
- (viii) Promotion of dope free sports.

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The biggest things are always the easiest to do because there is no competition.

– William Van Home

Sport has a unique and welcome characteristic of being able to unify the nation – a trait that we so earnestly wish for at a time when it is almost totally absent in other lines of endeavour, where the citizens are forever at one another's throats on the basis of religion, region, caste or gender. Yet for over 60 years, we did not find the means to encourage the rise of sport as a nation building activity by the simple expedient of performing creditably at competitive levels internationally. In fact, at times, even sport has been at the centre of controversy for exactly the same grounds mentioned above, yet, when Sachin Tendulkar failed to reach his much awaited landmark 100th century in international cricket, the nation as a whole groaned in a spontaneous show of disappointment that transcended all possible differentials within the nation. Such then, is the power of sport; and we ignore it to our own disadvantage.

For years, we have had discussions, seminars and workshops at the highest level to consider changing the environment to enable sporting activity to flourish in the nation. The resolve to do better, however, did not find a place in our performance. Sport, like public health and education has consistently been the distant cousin of economically more 'crucial' areas of development such as infrastructure or commerce, and received a paltry proportion of the country's GDP for its development.

A study published in the Economic and Political Weekly in 2008 suggested various hypotheses for the performance of a country at the Olympics in terms of medals won. India ranked among the last few countries in terms of proportion of medals to share in world population. In other words with one sixth of the world's population, logically India should have had one sixth of the Olympic medals. Yet, the truth is far from this. Some of the propositions which the study made for the relative success or failure of a country to win medals at the Olympics related to : How well the population is informed (as when it showed statistically that countries with a higher radio density per 1000 population tended to do better at the Olympics); the health of the population, the education levels of the population, the relative economic development of the country (GDP) etc. Yet, while India has won so far in the Olympic Games (both Summer and Winter Games) from 1896 to 2010 a total of 20 medals in 30 Games; much smaller nations with proportionately lower populations, and lower growth rates and educated populations have done better ie. Nigeria with just 14 Games has won 23 medals, or Kenya in 15 Games has won 75 medals. This effectively puts a question mark on our ability to pinpoint the exact requisites for a nation to shine in the international sporting arena.

Without depending too much on academic hair splitting to determine the reasons for our relative underdog status in international sports, it is clear to anyone who has observed the way Indian sport has been managed in the last 50 years, that the results have not belied an intention to launch India into the select nations of the world who are feared for their performance and become the models for following in their pursuit of excellence in sport. Sport administration has been the butt of ridicule till the recent past – with officials occupying

plum suites during tours while the athletes and sportsmen were accursed to spend their nights in shady places and food was at a premium for those charged with responsibility to fly higher, jump farther and run faster for the country!

In many ways, the globalization process unleashed on the country did the country's sporting discipline a world of good as borders became fuzzy and the exchange of information and people became easier. The Information and Communication Technology revolution played its part in prodding this gradual change. The systems of management adopted by the successful countries in garnering greater accolades in international tournaments also permeated the Indian shores and professionalism took roots in sports management in the country. It is not a mere coincidence that India's most popular sport – cricket, came into its own around the turn of the century when Sourav Ganguly brought back the concept of reestablishing the dignity of the Indian team abroad and how! This turn saw the Indian Board virtually taking control of the international cricketing scene with cash virtually coming out of the BCCI's ears, and its extracting its pound of flesh from the powerless other bodies, whenever it felt the need for some.

Cricket, though continues to rule the hearts of the majority of Indians when it comes to love for a particular sport and India's recent successful record in international cricket is not the reason for it. The fact is that cricket has been more popular than hockey, our national game, even when India was at the top of the league in international hockey, while it was at the bottom of the heap in cricket not long ago.

Of late, however, there is a slight murmur of change coming over in the country's dependence on cricket for its sporting fix, as football (with the presence of Maradona and Lionel Messi in India recently) and hockey (the proposed World Series Hockey as a launch?) both seem to come into their own. The entry of professional managers of sports and sportsmen who have been there, done that, adds volumes of value where the need is for an understanding of a specialized kind that can come only from personal experience.

Sports Management is an amalgam of endeavours that together contribute to the success or otherwise of a particular sport or sportsperson. Institutions that promote sports, media groups that take it to the people, public relations firms that smoothen the wrinkles on sportspersons' and sports bodies' public perception, sports psychologists who ensure the sportsman retains the confidence and fire in his/her belly during the entire length of his career, and the professional charged with keeping dope usage out of the system.... Tapasya has tried to make this issue as complete as it could be, considering the vastness of the canvas that is Sports Management, by inviting the participation of individuals and organizations that are today directing the course of our sporting destiny. It may not be wrong to say that India has at last found true value in sport, and it is only a question of time when she makes winning a habit.

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Marriage is like a violin. After the beautiful music is over, the strings are still attached.

– Jacob Braude



## Specialised Sports Communication in India

Sangeeta Kuriakos,  
Managing Partner, Zzebra Sports Pvt. Ltd.



*Sangeeta Kuriakos, Managing Partner, Zzebra Sports has over 20 Years Experience in PR & Sports Media/PR. She is the Managing Director of The Specialists and former CEO of Clea Public Relations. Sangeeta has spearheaded campaigns for some of the world's renowned sporting brands and events which include Nike, World Sport Group, ICC, FIH Hero Honda Hockey World Cup, Hero Honda Indian Open, and ICC's multiple events and awards. She also has close working relationships with celebrity sportspersons like Sachin Tendulkar, Gautam Gambhir, Shiv Kapur, Daniel Chopra and Arjun Atwal. Sangeeta is based in New Delhi.*

Gone are the days when a handful of spectators watched a game being played by the well-heeled as entertainment or just to keep fit. Shift your focus away from a sport and look at the money that it is helping players, advertisers, broadcasters, sponsors and team owners earn, and winning or losing seems to take second place.

India has recently witnessed the rise of some of the world's most powerful sports brands. Alongside creative advertising and innovative marketing, intelligent and timely Public Relations has helped transform these concepts into power brands that have generated enormous profits and taken the world by storm...

Until 2008, the word 'league' was relatively unknown to an average Indian, who connected it only to football leagues in Europe and the US. Quiz a ten-year-old today and he might give you more information about the Indian Premier League (IPL) than you ever knew! A body that was born thanks to an altercation between the BCCI and the lesser-known Indian Cricket League, is now the second highest-paid league, second only to the world famous National Basketball Association (NBA) that was founded in 1946. And as late as August of this year, we have seen the launch of two new leagues designed to cater to the Indian market; Elite Football League of India (American football) and the i1 Super Series (multi-country motorsport league).

Hardcore sports aficionados may argue that such made-for-TV sporting events cause over-exposure and burnout of players, which could diminish their performance for the country and possibly get them to lose focus from the game altogether. Also, to make it viewer-friendly, the format of the game is tinkered with and the rules modified, which may cause the game to lose its charm. Shift your focus away from the pitch and look at the money that the sport is helping players, advertisers, broadcasters, sponsors and team owners earn, and winning or losing seems to take second place!

Even though sports might still not have exclusive industry status, it is believed to present an opportunity that is worth over Rs. 100,000 crore. The country's most



powerful business houses seem to have understood the benefits of investing in the sector. A few months back, the Mukesh Ambani owned Reliance Industries Ltd (RIL), who also own IPL franchise Mumbai Indians, got into a joint venture with IMG, a global sports marketing and management company to develop, market, and manage football, athletics, tennis and golf in India. Similarly, Vijay Mallya from the UB Group and Subroto Roy from the Sahara Group, are both IPL franchisees who have also invested huge sums of money in sports as varied as horseracing, Formula 1 and football, and hockey, shooting, archery and boxing respectively. Look at areas around each sport – broadcast rights, sponsorships, ticket sales, merchandising, and player management and you'll realise the game is bigger than you thought it was!

To make sure everyone who has invested funds gets back a hundred fold, each sporting event needs to be marketed well, in other words, be transformed into an extravaganza like no other. This is where sponsors nourish minds with sumptuous advertisements featuring their teams and products.

The power and value of public relations and allied services in the area of sports is often underestimated. Perhaps owing to the nature of its functioning, which is predominantly behind-the-scenes as compared to advertising that is often seen and remembered by viewers. You might have noticed that the sports section of your newspaper - that carried news only about different sports and championships until some time back - is now branded thanks to the many headlines that carry the names of organisations that support sport in one way or another. Let's now take a look at a few recent sporting events and look at the value specialised sports communications brings to the table to build brands -

### Indian Premier League (IPL)

When one talks about sports brands these days, you cannot but mention the IPL. Starting in 2008, the IPL has become one of the most sought after sports brands and a marketing medium for organizations looking to tap the Indian market. The role played by PR and marketing innovation in its success has become a case study, be it creating milestones and announcements and leveraging it with the media (the player auctions were aired live!) or the IPL Nights that took sports out of the sports page and on to Page 3. The true test however came during the 2009 season when the entire event was shifted to South Africa just 3 weeks before the scheduled start. The successful conduct of this event - to a very large extent - can be attributed to the media, which was utilised very well to generate a positive and favourable opinion for the event. This included getting journalists to travel to South Africa and hosting them through the entire tournament.

### Football

There is no denying that the popularity of football in India is perhaps at its highest today; this despite the absence of a major Indian footballer in big leagues or major connections with Indian brands. Clubs from the Barclays Premier League (popularly referred to as the English Premier League), La Liga (the Spanish

league) and other leagues have a huge fan-following in India. So then, what is it that is driving the proliferation of the game in India? The answer to this question may lie in the various initiatives and innovative ways in which some of these clubs have gone about promoting their brands in India, most of which are activation and online reputation led, particularly at the grassroots level. Some of the leading examples for such initiatives are:

- The Manchester United Soccer Schools Programme in Goa
- The Liverpool FC (England) football academies in Pune and Delhi
- The Mahindra Youth Football Challenge in association with Celtic FC (Scotland)
- The MoU between FC Dempo (India) and FC Midtjylland (Denmark), which would facilitate technical assistance for FC Dempo

None of these activities have utilised the traditional advertising route and have relied heavily on below-the-line activities and PR to spread the word.

### Motorsport

The fact that motorsport took a long time to come of age in India is a fact that is hardly surprising. One can now look back and say that Indians have come a long way

*To make sure everyone who has invested funds gets back a hundred fold, each sporting event needs to be marketed well, in other words, be transformed into an extravaganza like no other.*



from the time the first Road Race was held in 1904 mainly to convince Indians that cars were now suitable for their country and to introduce manufacturers to the country's motoring needs!

India just finished hosting its first Formula One race on a brand new track that is being considered among the best in the world. India's JK Tyre has acquired the well-known Formula BMW Pacific series, a premier feeder series to the Formula One World Championship, and rebranded it as the JK Racing Asia Series. In the process, the country has joined a select group of nations that host the world's fastest motor races, and holds promise to turn into one of Asia's motorsport capitals. A market where a small section of people enjoyed the sport has transformed into one with lakhs of followers, talented drivers, an excellent track, and its own Formula One team. Even internally, the country has a robust national motorsport framework, and hosts a number of national championships in various two and four-wheeler disciplines such as rallying, racing, super cross, and karting. The country's leading business organisations such as JK Tyre, MRF, TVS, L&T, and the UB Group back budding talent and invest crores of rupees on infrastructure, technology and R&D. From a communications perspective, work ranges from creating a continuous buzz to keeping it alive until the event day, from media

***Ironically enough India hosts three major long distance running events - Standard Chartered Mumbai Marathon, Airtel Delhi Half Marathon and TCS World 10K Bangalore - each of which are among the largest - in terms of prize money and participation - in the world.***

accreditation to arranging logistics (for the media), and managing celebrities and high-profile drivers to physically managing the media on race day. The results are for us to see in more or less all kinds of media.

### **Distance running**

Traditionally, India has never

been known as a hub for athletics or distance running. Yet, ironically enough India hosts three major long distance running events - Standard Chartered Mumbai Marathon, Airtel Delhi Half Marathon and TCS World 10K Bangalore - each of which are among the largest - in terms of prize money and participation - in the world in their respective categories. International events of this stature are relatively new to India and come with their set of challenges and opportunities. The fact that we have managed communication at multiple editions of all these events without many glitches and that each of these has become the definitive event of their respective cities, attracting the best running talent from across the globe and seeing participation from the who's-who of the city gives us evidence about the value a good communication strategy can play.

### **Rugby India**

Not many would be aware that the history between Rugby and India dates back to the late 19th Century during the British Raj. In fact, the oldest trophy in circulation is the Calcutta Cup, which was instituted in 1872. Like it is with most sports other than cricket in India, Rugby too suffered from lack of popularity and funding, which left very little scope for advertising or lavish events and activities. As a build-up, almost a year before the Delhi Commonwealth Games in October 2010, a well-planned, concerted and innovative pure play PR campaign by our agency resulted in tickets for the Rugby matches getting sold-out! This phenomenon was well captured by a newspaper headline that said, "Unknown but sold out!"

### **Conclusion**

Today, India stands at a crucial juncture, as far as sports are concerned. The unprecedented attention that we're getting in the sports world is there for us to see. With global sports brands like Formula One coming to Greater Noida and the recently hosted Argentina-Venezuela football friendly in Kolkata, we can expect much more to follow.

At a different level, there are new sports coming to India with a spate of new properties like the first ever American-style football league called the Elite Football League of India. All these factors give us enough evidence to prove the crucial role specialised sports communication can play and contribute towards the success of sports and emergence of sports as a culture in India.

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*You know you're getting old when you start watching golf on TV and enjoying it.*

**– Larry Miller**



An elite athlete is a rare combination of talent, hard work and the right psychological profile. In sports today, everyone knows the best training methods, has access to the best facilities and most nutritional foods. Often the difference between the good and the elite is the mental qualities of the athletes. The focus of this paper is on the evolution of the psychological characteristics of sports.

The origin of sport and exercise psychology is difficult to trace, however it may date back to the turn of the 20th century. Some (Weinberg & Gould, 1999) have considered the first North American sports psychologist to be a psychologist

## Mental Preparation - Sine Qua Non For Sporting Excellence

**Dr. Sanjeev P. Sahni**, Head Education, Jindal Steel & Power Ltd.

and

**Dr. Vikram Singh**, Asst. Director, Physical Education, JNU New Delhi



*Dr. Sanjeev P. Sahni is Head – Education with Jindal Steel & Power Limited (JSPL), part of USD 12 billion O.P. Jindal Group. He holds a PhD in Organizational Behaviour and a Post Graduate degree in Industrial Psychology from Punjab University, Chandigarh.*

*One of the many key initiatives taken by him was setting up of Performance Enhancement Centres at various locations across the country. Under his leadership and guidance, JSPL has won various awards in HR like RASBIC “HR Leadership Award”, SAIL HR Award for “Excellence in Human Resource Management”. JSPL was also rated amongst the top 20 “Best Companies to Work For in India” by Business Today and Mercer.*

*He currently heads various educational institutes run by JSPL, which includes Jindal Global University (JGU), Jindal Institute of Technology (OPJIT), Jindal Institute of Power Technology (JIPT), four Community Colleges of Technology and Skills (OPJCCTS), three ITIs and four schools.*

*An eminent academician, Dr. Sahni is a Professor of Organisational Behaviour, Human Resources and Criminal Psychology at Jindal Global University, Sonapat. He is also an Executive Director for “Center for Innovative Leadership and Change” and “Victimology and Psychological studies” at the Jindal Global University. He has served as a secretary to various National and International Academic Societies. He has authored, co-authored, edited and reviewed many books. He has delivered lectures and keynote addresses at various institutes in India and abroad and has published numerous research papers in various national and international journals of repute. He was a visiting scientist at the University of Illinois, Chicago and the University of Houston, Texas, USA.*



*Dr. Vikram Singh is Assistant Director, Physical education in the prestigious Jawaharlal Nehru university, New Delhi. He did his M.phil. with Gold Medal from Kurukshetra University and PhD from the Faculty of Education, University of Delhi. He has 25 publications (15 research papers, 5 articles and 5 Books on Physical Education) to his credit. Attended conferences, seminars, workshops and courses in India and abroad. Recipient of the “Young Scientist Award” for best paper presentation in the 17th National Conference of Sports Psychology, organized by the Department Of Psychology at Jammu University in 2004. He qualified UGC/NET & JRF and worked as teacher educator for more than 7 years in the State Council of Educational research and Training, New Delhi prior to joining JNU.*



from Indiana University named Norman Triplett. Triplett was the first researcher to confirm that bicyclists sometimes rode faster when they raced in groups or pairs than when they rode alone.

Sport psychology strives to complement and supplement the sports programs by developing psychological and physiological performance improvement programs involving and evolving the psychological assessment techniques, improve communication between athletes, coaches, referees, parents, sports administrators, provide crisis intervention services, provide consultative and program development services for coaches, trainers, and others who work directly or indirectly with the sports persons. A sport psychologist or performance enhancement consultant comes across persons who brings different questions about different situations, off and on the sports field ranging from interest in understanding the apparently unique experience and talents of the elite athlete helping a parent understand the recognition of his/her ward the fun in exploring oneself through movement. As an applied field of specialization the research sport psychologist studies the needs and problems of athletes, the various intervention strategies and their effectiveness. Educational Sport Psychologist works with apparently healthy and well adjusted individuals. The educational sport psychologists assume the role of teacher and instruct their athletes about the specific psychological needs for successful participation and optimum performance. Clinical Sport Psychologists assess psychopathology, providing psychotherapy, providing crisis intervention, treating neurotic, psychotic, and personality disorders, and dealing with drug dependency, psychosomatic problems, and eating disorders unique to athletes or competitive sport participation.

The authors have worked for a considerable period of time with the Indian formative and elite sports persons. Over the long stint in the research and development work of the Indian sports psychology it has been observed that psychology has not gained its rightful place yet in the field of sports. Instances of poor communications among sport psychologists, physicians, physical educators, and coaches and parents have created many myths and misconceptions detrimental to the Indian sports. Most professional and elite amateur athletes will agree that their psychology has a large influence on their sports performance. Most will concede that they could benefit from the services of a sport psychologist. Despite this, the significant majority under utilizes the sports psychology services It is well known by all who play sports that defeat often stems from the inability

to manage anxiety, fear, anger or despair. In addition drug abuse, eating disorders and depression are common among athletes. Coaches who are ill-equipped to handle such matters will attempt to provide a common sense approach to these complex problems and may frequently fail the athlete. Despite suffering with symptoms like performance inhibition, anxiety, depression, eating disorders and drug addiction, athletes will only turn to sports psychology as a last resort. Epidemiological studies show that 10% to 15% of the population will suffer from these types of conditions at any given time and thus we can suggest that many athletes with these conditions are not in treatment and will never be in treatment.

Unlike India, the growth in applied Sport Psychology, scientific research and education, has resulted in the regular use of Sport Psychology in all aspects of sport in the countries like Bangladesh, Myanmar and European and pan American nations. The Australian Olympic and Commonwealth Games Teams, many national sporting organizations as well as professional athletes and teams use Sport Psychology on an on-going basis to achieve maximum performance in training and competition. Whatever the objectives of the sports participant - winning, personal success, challenge, social interaction, exercise, relaxation or simply enjoyment - Sport Psychology offers a professional perspective, helping the individual or the team, to participate successfully and with enjoyment. Success and enjoyment in sport is based on three elements - technical skills, physical fitness and mental skills. Sport Psychology focuses attention on the third ingredient - the ability of the participant to understand and effectively control the 'competition' that goes on in the mind. The significant contribution of the Sport Psychologist has been to define, clarify, and explain more clearly the mental aspects of sport. Sports psychology as a career has yet



to take roots in India and the team's needy talented sports persons are constrained to interpret the not so professional services which are nothing more than hit and trial methods and procedures incorporated by unprofessional people more often than not. Research shows that the athlete who trains for 6 hours a day needs to devote at least 1 hour preparation through mental training.

The link between anxiety and performance in sport has been known for a long time. Stories abound of athletes or teams that performed poorly because they underestimated their opponent (below optimum anxiety levels) or worried themselves out of the game (above optimum anxiety levels). Dealing with anxiety successfully is an important characteristic of the elite athlete.

Research has shown that the ability to cope with pressure and anxiety is an integral part of sports, particularly among elite athletes (Hardy et al. 1996; Orlick & Partington, 1988). This is also evidenced by the report that more than 50% of consultations among athletes at an Olympic festival were related to stress or anxiety related problems (Murphy 1988). As a result of this high link between performance and anxiety, anxiety in athletes has become one of the most common topics of sports psychology research.

Clearly, anxiety levels can have a variety of effects on athletic performance. These effects vary based on the sport and the individual. Luckily research has shown anxiety can be reduced through various sports psychological interventions. The methods not only aim at reducing stress and anxiety levels but also aim to improve confidence levels. The goal is to help the athlete enter his or her peak "zone" at the right time.

We have all heard about "the zone," that mythical place where one can do no wrong. When in the zone, you know you are there and you know you can't miss a shot,

the mind and body are united in their purpose. A visit to the zone is unforgettable. Some athletes report experiencing a state of focused energy, or a transcendent state of well being, or an altered sense of time, or being "on a high." The runner's high is well known and the most recognized example of peak moments or being in the zone. It is characterized by an unexpected euphoric sensation, in which the athlete feels an increased sense of well-being, enhanced appreciation of nature, and transcendence of the barriers of time and space. Well exactly what is the zone? How can athletes find it at will?

There are many variables that contribute to an athlete functioning in the zone. The experience of an athlete in competition has both physical and mental components. In order to enter the zone consistently, an athlete must master both components. The five keys to opening up the zone are physical ability, focus, confidence, calmness, and excitement.

- **PHYSICAL ABILITY** – The most important variable in entering the zone is the athlete's ability to make the physical, technical, and strategic demands of their sport automatic. These are improved by only one thing, hard work during training. Nothing can replace the hours upon hours of practice that are required to make physical skills automatic. Technique must be honed, so that the athlete does not have to think during competition. A strategy must be set before the match. Quality performance results from quality preparation. If the preparation of an athlete's physical abilities is there; then the zone may be close at hand.
- **FOCUS** – The second ability necessary to performing in the zone is the ability to shift concentration from a broad to narrow focus. We often hear individuals complaining of external events detracting from their performances. When in the zone, athletes report a lack of awareness of these minor distractions. Focus in the zone means that your attention is fully preoccupied with the task at hand. Try the following exercise using a red laser pointer to improve your ability to shift concentration smoothly. Lie on the floor facing upwards with your eyes open. Have a friend turn the lights out

*Quality performance results from quality preparation. If the preparation of an athlete's physical abilities is there; then the zone may be close at hand.*



and make the room as dark as possible. You should focus your eyes on the center of the ceiling but keep your peripheral vision on all corners of the ceiling (broad focus). Have your friend shine the pointer in one corner of the ceiling and focus your attention on that spot. Your friend should then strobe the dot and you should count the number of times that it was flashed (narrow focus). As you become more adept at this exercise, the difficulty level can be increased by speeding the drill up or adding background distractions such as music or crowd noise level. This exercise will help you to focus only on those cues that are relevant to the task at hand.

- **CONFIDENCE** – Confidence is a commonly used psychological concept that can be defined as "a feeling of assurance or certainty, especially concerning oneself." Playing with confidence means both being relaxed and having positive expectancy about your next performance. Positive expectancy and confidence are key features to the zone that are symbiotically related. A critical aspect of confidence is the expectancy that you will hit your next shot well. This can be achieved through actual physical practice or through mental rehearsal or positive visualization. Positive visualization is a basic imagery technique proven to enhance performance and we see it is a key feature of playing in the zone. Try imagining yourself executing your sport's skills perfectly. For example, if you are using mental rehearsal to improve your basketball free throw shooting ability, imagine the ball going through the rim

touching only the net not bounding off the back board and then in. If you are using it for putting on the golf green, then imagine the ball going right into the hole not just close to it.

- **RELAXATION** – As an individual is having a peak athletic performance, a great deal of anxiety is often produced as a by-product. Thoughts like "I've never played this well, I wonder when I'm going to fall apart" or "I can't keep this up for ever" are common and can produce levels of anxiety that will lead to a deterioration in performance. In order to combat this another imagery technique is

useful. Imagine yourself pulling a little basket behind you. It is attached to you by a ten foot rope. Every time you have an anxiety producing thought visually place it in the basket behind you so it is permanently removed from your body. Keep placing those negative and fright-producing thoughts such as "I wonder when I am going to mess up!" in the basket outside of you and when you develop this habit you will start to maintain your ability to stay calm. Remember the athlete's conundrum - "The more relaxed I am the better I play and the better I play the more relaxed I am."

- **EXCITATION** – Ironically just as calm is a necessary ingredient to getting into the zone, excitement is as well. There is a certain level of intensity that is necessary in order to perform well. Too little or conversely too much intensity will hurt performance. Excitement is felt when you are about to defeat an opponent or best your former personal record. In this context, excitement relates to aggression. One technique that is often used is to remain silent during competition. It is effective because it removes the player from the psychological interactions usually experienced during the round. When this is done, it is far easier to feel less guilt or conflict about acting aggressively about winning and you remain in the zone for longer periods. This very useful technique is surprisingly difficult to put into effect and you will find that most amateur athletes are more concerned about their social image than their performance and will not take the risk to be seen as cool or aloof by remaining silent.

The zone is the pinnacle experience. The zone is that unique place that indicates one is in the right physical, emotional and mental space. It represents the absence of

*Remember the athlete's conundrum – "The more relaxed I am the better I play and the better I play the more relaxed I am."*



all that we dread in life. No fear, no worry, no problems. The individual feels at peace, one in body and mind. The zone is part gift and part grit. It is the reward given to those who spend the time necessary sharpening the skills to consistently perform at a level few achieve. In order to enter it consistently, one needs to learn to think kinesthetically and visually and use the five keys to open up the zone: physical ability, focus, confidence, calmness, and excitation. Making use of these will allow the athlete to arrive at that very pleasurable and unforgettable place known as the zone.

### Psycho physiological Profiling

Profiling starts with a baseline and then subjects an individual to different kinds of stressors while monitoring a number of psycho physiological and other parameters. After each stressor a recovery period is allowed. The goal of the PSP is to identify stressors which produce stronger reactions and/or psycho physiological systems or behaviors which are excessively reactive. The pattern of system activation and the pattern of recovery or lack of it can be useful predictors of response to different biofeedback interventions to minimize excessive reactions and increase skills for coping with stressors which had caused excessive reactions.

Moderate anxiety could be helpful to the sports person who engages in power games like sprints, boxing, judo etc., whereas anxiety could be detrimental to the shooter, archer. The psychological variables like reaction time, anticipation time, hand steadiness, flicker fusion, decision making, concentration, learning precision can now be utilized to predict the sports performance in the Indian sports persons. The psycho physiological variables like heart rate, electro dermal response, respiration rate, vision, brainwaves are assessed not only for talent identification but also to determine the pre and post event mental state of the sports persons thereby giving objective and precise feedback for better

self regulation before, during and after the competition. Regular systematic and scientific psychological assessment opens up many unexplored horizons for the athletes and the coaches themselves. With the innovations and technological advancements, the need for other than skills and technical expertise procedures which are ethical and legal has increased manifold and are apt to be explored the most in the field of sports. Apart from sporadic statements in the media about the need for sports psychologist for the Indian medal prospects, little ground work has been done to

establish and run the sports psychology labs and the corresponding on field experimental research in India. The Army Institute of Sports at Pune which was opened up a few years back has also failed to deliver due to lack of trained sports psychologists. Apart from this there are no specialized tailor made course in sports psychology being run for improving the competence of the professionals who are making half hearted efforts relying more on data collection rather than helping the athletes per se. In 1992, the Sports Authority of India had around 50 specialized sports scientists on its roll, which has gone down to approximately 15 now against the backdrop of increasing number of medal prospects in different sports making it a worst case scenario in terms of the ratio of the sports scientists available to the number of sports persons requiring their services in the highly competitive scenario. The present need therefore is to incorporate the psychological interventions with the systematic and scientific sports training to gain that winning edge that could lead us to winning medals in 2016 Olympics and beyond.

*The zone is part gift and part grit. It is the reward given to those who spend the time necessary sharpening the skills to consistently perform at a level few achieve.*

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Golf and sex: Two things you can really enjoy without being that good at them.

– Anonymous



# Sports management and managing sports people in India

**Harish Krishnamachar,**  
Sr. Vice-President and Country Head for World Sport Group



*Harish Krishnamachar is a Post Graduate in Management from XLRI – Jamshedpur, his experience over the past 25 years has included Direct selling, Dealer sales, Brand Management, Product Development, Talent Management, Advertising & Research.*

*Currently, designated Sr. Vice-President and Country Head for World Sport Group*

- July 07 onwards : Sports Management – Cricket, Football & Golf
- Apr 06 onwards : Talent Management – Cricket
- July 04 – Mar 06 : Strategy, Advertising – Automobiles, Durables, Garments, Biscuits
- April 01 - June 04 : Brand & Product development – Two wheelers
- Aug 98 – Feb 01 : Brand Management – Paints
- Apr 93 – Aug 98 : Advertising – Durables, Garments, Detergents, Telecom
- Dec 91 – Mar 93 : Research – Detergents, Cycles,
- Jun 86 – Nov 91 : Direct/Dealer sales, Product development – Cycles, Typewriters

*As an ideas person, Harish is largely intuitive with good analytical abilities. An excellent communicator and a very good people’s person, he believes in making himself redundant by building capable teams and people.*

**SKILLS AND CAPABILITIES IN SPORT**

**Celebrity Management & Cricket**

- Evaluated and developed a winning bid for the IPL worldwide media rights.
- Led inaugural season execution on ground for sponsors – Led the bid win and execution for the BCCI sponsorship rights 2007 – 2010
- First time ever held by a non client, non media house – Led the renewal of the Hero Honda Indian Open Golf.
- The first 1mn\$ full field Asian tour event in India – New association methods in celebrity management around the “Sachin” brand
- Co creation of product brands, Equity associations

**Evolution of Sport in India :**

With every deliberation on sport comes a rider that all sport that is discussed in this context is professional sport. The word professional, means someone who gets paid to deliver in his or her area of expertise.

It is about having the consistency and the sense of responsibility to accept that, being paid to perform demands a fair and competent performance. Add competitiveness to it and it becomes the genesis of the chain for sport specially. The figure below (fig 1) explains the interaction between the payers, the professional sports person and the administrators.

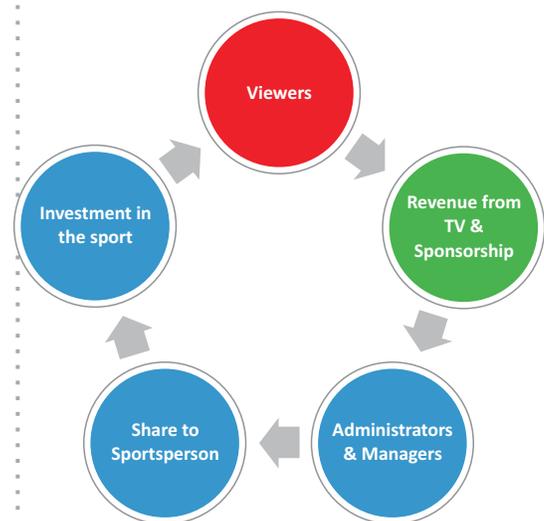


Figure 1: Evolution of Sport in India. The diagram illustrates a circular flow of value and investment. It starts with Viewers (red circle) who generate Revenue from TV & Sponsorship (green circle). This revenue flows to Administrators & Managers (blue circle), who then share it with the Sports person (blue circle). The Sports person's performance leads to Investment in the sport (blue circle), which in turn attracts Viewers, completing the cycle.



Let us start by taking a few examples in the Indian context :

Stage in Cycle	Inflection Point	Cause
Viewers	Asiad 1982	Access to live sport on TV, in colour.
Revenue	Cricket World Cup India 1987	Interest and value seen after a win
Administrators	IPL	Rights retention and new structures
Sportsperson	Sachin Tendulkar 2000	Multi-year contracts with guarantees
Investment in sport	CWG /IPL	Significant upgrades to infrastructure & facilities

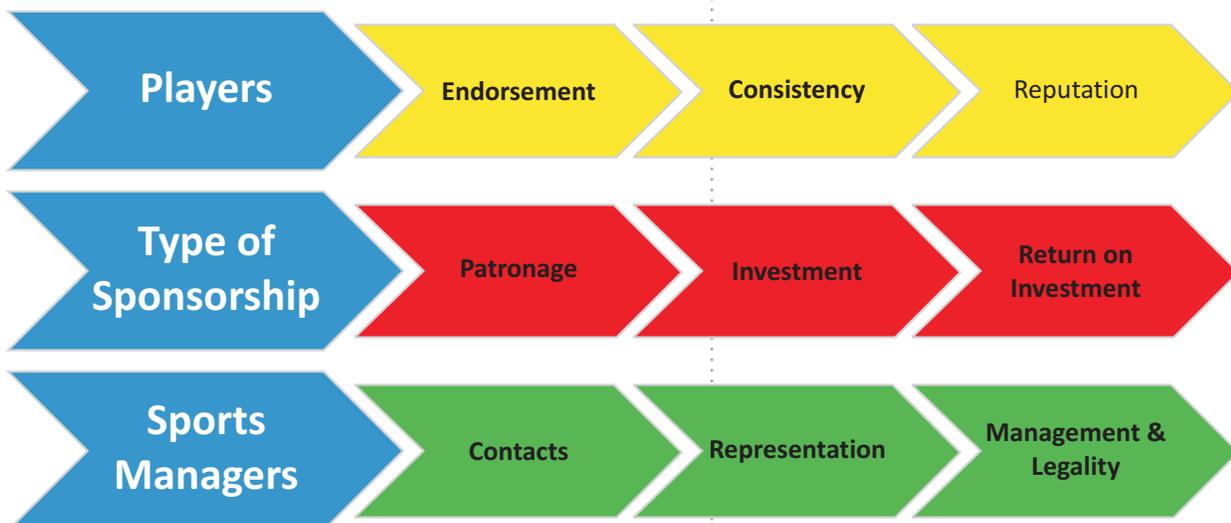
The first part of the business of sport to see evolution has been in the area of television as that was the area that started seeing a spurt in revenue the earliest. With the advent of colour television followed by the boom that the cable and satellite business brought about, the viewers were offered a choice. The TV business went on to discover pretty soon that the viewer was also willing to pay the cable operator a price to watch sport. What started as “can I watch the Indian cricket match” has moved on to a plethora of choices. The advent of DTH and the digital cable have allowed smaller sports to find an ability to address and reach audiences who will pay to watch. Small as they maybe relative to the value of the cricket watcher, this has allowed audiences for sports such as F1, Football, Rugby and the like to generate viewership and revenue.

The Indian win at the Cricket World Cup in 1983 sparked off wide following and interest in the sport in the country and with it came the realisation for sponsors and the players that there was money to be made. The BCCI (Board of Control for Cricket in India) made significant inroads as an independent body and has not looked back since hosting the world cup in India in 1987.

As part of this significant change and appreciation of the revenue opportunity the first traces of endorsement emerged for sportspeople. Kapil Dev was among the first and this was followed by the Sachin Tendulkar generation of marketers and now the MS Dhoni era. The significance of this, till the year 2008 and the start of the IPL was that it became apparent to cricketers - certainly to those few with a successful international career- that they could look at being professional cricketers.

There were many sports managers around this time who saw a significant transition in the way sponsorships went from being patronage to a significant investment and this came with a commensurate need to justify the investment from a ROI point of view. This period saw the players having to find managers who could match their need for consistent delivery with a watchful eye on what they did to deliver reputation and client requirements.

**Sports personalities as stars :**





The depiction in the figure above seems sequential and that is how I have chosen to depict them for ease of understanding. These could have taken place in parallel or even in a haphazard manner. The start of this period saw a lot of people who were close to the stars as trusted relatives and confidants enter the business and while some of them have adapted and continued on many others and newer professional set ups have entered. World Sport Group was among those who made an entry directly into India in the year 2006 in an endeavour to impact the evolution of the sports business in India.

The genesis of the player as an endorser has to be based on the fact that as Indians, especially during the pre liberalization period, most people were stuck in the rut of a humdrum existence and had nothing much to look ahead to by way of significant change on their lifestyles or entertainment choices. As a consequence, the desire to look up to successful people and understand what makes them tick became a large part of our makeup. The fact that people from backgrounds similar to “ours” were able to carve out spaces in the popular conscience was seen as admirable and something only the privileged or connected had been able to do in India before. Sportspeople and cricketers especially were at the forefront of this movement as much as film stars were. The idea of a star to me is someone who has the ability of a professional combined with the charisma that allows for people to relate to and yet be in awe of.

The importance of a true star in a sport can be seen by the many examples around us and the manner in which they have influenced the sport they have been a part of. They star provides visibility to the sport and the interest that is generated draws fans and creates the bedrock of viewership.

Some examples of this are easy to see in the Indian context :

Sport	Star with Impact
Chess	Vishwanathan Anand
Tennis	Bhupati & Paes , Sania Mirza
Shooting	Abinav Bindra
Boxing	Vijender Singh
Badminton	Saina Nehwal
Racing	Narain Karthikeyan, Karun Chandok
Golf	Jeev Milkha Singh

While looking at sports, a three tier assessment helps us to understand the appeal and popularity a sport is likely to have as far as the viewer is concerned. The levels are:

- The first level is the availability and friendliness of the sport on television and how well it lends itself to being viewed on TV. Golf is a great example of a sport that is far better to watch on TV than at the course itself as it allows us to see all the action which would be impossible at the course itself.
- The second level is the affinity that the viewer has with the sport. Examples of sports that do not have a high level of affinity are chess and shooting, though we have had some stars in these sports they haven't seen much traction in terms of revenue.
- The third level is to see if we are at a meaningful level in the sport in comparison to the rest of the world, this is applicable in the case if cricket and badminton and tennis as far as men's doubles is concerned.
- These factors taken together show why we have little or no traction in some sports that we expect traction on – football and hockey being salient.

The aura of star players and the impact on the sport internationally mirrors these factors and this gets magnified if there are two big stars and they go head to head against each other, and are both competing at a very high level, nothing exemplifies this more than the tennis rivalry between Federer and Rafael Nadal,

### WSG and its Player Management method :

The method we used to start the process of professional representation was to start looking at the players as brands. The first step is a difficult one, as it demands the ability to



look past the aura of the star and develop a clear plan for the star brand in terms of direction and value.

The two brand value maps below are indications of how the basic rules of brand values and different roles in a portfolio can be used to showcase the values and usage possibilities for either of the stars, in this case Sachin Tendulkar and Gautam Gambhir.

The next step after the identification of the values for each of the brands/players in question is to look at using them and in this case as representatives and “brand managers” we ensure that we look at the following:

- The fit for the brand and the player
- The method of use – as measured against a construct we have used for over a decade
- The specific creative unit and the way it depicts the player

**INDIAN PRIDE. HOPE. BOYISH. NATURAL.**  
**LOVEABLE. REASSURANCE. ENDURING. THE**  
**BEST. PERFECTION. MASTER, CHEERFUL.**  
**HUMBLE. MIDDLE CLASS. SUCCESSFUL.**  
**AMBITION. ACHIEVER. APPROACHABLE.**  
**GOD. HEROIC. MODEST. PERFORMER.**  
**WONDER. SOBER. POWERFUL. EXCELLENCE.**  
**COMMITMENT. DEPENDABLE. SAVIOUR.**

**you're all about**  
**INSPIRATION**



**Gautam Gambhir**

**RELIABLE. VERSATILE. ATTACK & DEFEND.**  
**RESILIENT. NEVER GIVES UP. REBOUNDS. TWICE**  
**WORLD CUP WINNER. BOXER-LIKE IN**  
**APPROACH. URBAN. ICC AWARD. FLEXIBLE.**  
**CHARGES FAST BOWLERS. ARIJUNA AWARDEE.**  
**BHAGAT SINGH. DELHI KNIGHT-RIDER.**  
**VICE CAPTAIN. LONG-LASTING. ALL 3 FORMS OF**  
**CRICKET. VICTOR. LEADER**

**VERSATILE, URBAN, VICTOR**



The construct we use is called PIP which is an acronym for three parts that we individually and collectively use as part of our evaluation and usage process. The acronym stands for Performance-Identification and Personality.

We believe that the core of a sportspersons cache and values arise from the manner and consistency of his or her performance. The build up over time of this area is the base from which value is created and return realized from a marketer.

Identification is to do with the kind of familiarity the sportsperson has with the target audience. The ability for the brand to use this identification is the rationale of celebrity endorsement. It is also got an important role to play in being able to use a specific attribute of a sportspersons performance.

Personality is the match between the brand and the sportspersons personality. This allows us to help brands identify personality traits that we believe are applicable and relevant to use in a marketing context.

The challenge with managing sportspeople often stems from the fact that any construct and representation can work if the sportsperson being managed is willing to give it time and commit to it. Often the biggest enemy to an effective delivery of this is the insecurity and need to see results early.

Stated to a running back after an overly exuberant display of celebration: Next time you make a touchdown, act like you've been there before.

– Vince Lombardi



# Sports Revolution in Offing in India – Emerging Business and Career Opportunities in Sports

Rajpal Singh, Additional Director & Head, Sports and Youth Affairs, Postal Reforms & Skill Development (International), FICCI



and  
Khushboo Luthra,  
Research Associate,  
Sports and Youth Affairs,  
FICCI

*Khushboo is a part of the team which is passionately working towards stimulating business of sports in India. In a multi dimensional role here she is involved with sports sector related research, knowledge based event planning & management and policy advocacy. On a special assignment, she catalyzed proposal development and approval of FICCI led Sector Skill Council in Media and Entertainment sector in close coordination with leading industry associations of media sector and National Skills Development Corporation.*

*She has written articles on various contemporary issues including sports which have got published in famous e-news portals like [www.merineews.com](http://www.merineews.com) and [www.theviewspaper.net](http://www.theviewspaper.net)*

*Her hobbies include reading biographies and non-fiction and interacting with people from different backgrounds.*

*Khushboo did her graduation in Development Communication and Extension from Lady Irwin College, University of Delhi and MBA-Marketing from ICFAI Business School, Gurgaon. She is also pursuing Bachelors in Law from University of Delhi.*

Gone are the days when it was said that Padoge Likhohe Banoge Nawaab and Kheloge Kudoge hoge kharaab (Studying is the only means to become rich and successful; there is no future in sports and play). Indian sports sector is at an inflection point. Mega Sports events like Formula One, IPL, Football's I-league, World Kabaddi League, Marathons, Cyclothon and World Series Hockey coupled with huge prize money, and celebrity status to the winners of Olympic, CWG 2010 and Asian Games have brought a paradigm shift in outlook towards sports.

In addition to Abhinav Bindra, Sania Mirza, Col Rajyavardhan Rathore and Indian Cricket Team- Vijender Singh, Sushil Kumar, Sania Nehwal, Gagan Narang, Ronjan Sodhi, Baichung Bhutia, Pankaj Advani and Narain Karthikeyan have proved their mettle in Sports.



*Rajpal Singh graduated from Shri Ram College of Commerce and Delhi School of Economics. He was sports Secretary of SRCC. Thereafter, he finished his LLB & MBA (BIM-TECH). He has distinction of doing Total Quality Management (TQM) Programme from Japan and been a part of International Visitor's Programme for Young Leaders sponsored by Department of States, Government of USA.*

*He has been member of various high level group of Government of India related to TRAI, IT, Telecom Policies and Youth Affairs & Sports. He was part of 9th, 10th and 11th Five year plan on Various Ministries of Government of India apart from Working Group on WTO Issues.*

*His study / Research Papers on IT and Telecom have been presented in various international and national Conferences, forums, major magazines and dailies.*

*In April 2005, Rajpal was made the head of FICCI branding division. Earlier as an additional responsibility and now as fully fledged head of the Sports and Youth Affairs division of FICCI, Rajpal's role is to create awareness about the sports development and business of sports. He is playing a critical role in developing knowledge papers in the niche areas of sports arena.*

*In addition to Sports & Youth Affairs, he also leads the Task Force on Postal and Courier Reforms and International Cooperation in Skill Development (Indo-German Manager Training Programme) Rajpal Singh is also a Commissioned Officer as Captain in Territorial Army (TA) and was the brand Ambassador of recently concluded Prime Minister's TA day Parade of Indian Army.*



Economic impact of F1 in India is estimated to be massive as approximately US \$100 million has moved in economy through hospitality and tourism industry.

IPL is generating employment for more than 15000 people directly and indirectly.

India Inc has started realizing the business potential of sports and is making serious investments in sports beyond cricket as strategic business unit with proper revenue streams

### Economic Potential of Sports

After 1980 Olympics, countries have seen huge economic benefits in hosting mega sports events. For instance, 1984 Los Angeles Olympics made surpluses of £215 million. In Seoul Olympics in 1988, 3, 36,000 jobs were created in South Korea between 1982-1988. Sydney Olympics in 2000 created a total Economic Impact of US\$5.1 Billion, impacting GDP to 2.78% during 1994-2006. It is expected that London Olympics 2012 will have an economic impact of US\$5.3 billion and an employment effect of 69,758 new jobs. If CWG 2010 had been managed efficiently, it could have done similar wonders for Indian economy.

### Business and Career opportunities in Sports

There are emerging opportunities for youngsters whose heart and mind lies in sports. Sport, definitely is ready to provide a full time career and is a viable and doable option, waiting to be exploited to its full potential. Corporatization of sports is giving the much needed boost which sports require. Companies like Decathlon, France; FC Bayern Munich, Germany; Barcelona, Spain; Manchester United, UK; National Basketball Association, USA; IMG, USA; are among the few companies which have set up their businesses in India because of huge potential, rising middle class with disposable income and demographic advantage. Following trends depict shows changing dynamics in sports led business growth and job opportunities-

- Top companies are already investing in different sports.
- There is a sudden influx of sports management and consulting companies.
- Unlike few years back, parents have realized the importance of sports and career opportunities for a

successful sportsperson. Hence they are supportive of their children's aptitude and aspirations to pursue sports.

### India Inc is Game for Sports !

- Punj Lloyd has invested INR 30 mn on Squash promotion
- All India Football Federation and IMG-Reliance have sealed commercial rights deal in football for INR 7 billion for next 15 years.
- Jaypee Group has become the force to reckon with in developing state-of-the-art sporting systems in their Sports City.
- Cisco and Mahindra are exploring opportunities to collaborate on comprehensive differentiated offerings in the Sports and Entertainment.
- King Fisher and Sahara Group have joined hands for India's only Formula One Team Force India.
- Airtel, Vodafone, LG, Panasonic, Tata Steel, Coca Cola, Hero Motor Corp, etc have strong brand identities associated with sports.
- Most of the television channels have shows built around sports like Roadies and Khatron Ke Khiladi and are having rising TRP's year after year.



## Former Sports Persons in to Business of Sports

- *Manisha Malhotra* former International tennis player is the Administrator of Arcelor Mittal run **Mittals Champion Trust**.
- *Prakash Padukone*, former badminton player, *Viren Rasquinha*, former captain, Indian Hockey Team and *Geet Sethi*, former english billiard player have joined hands in their venture **Olympic Gold Quest** to support India's Olympic prospects.
- *Hakimuddin Habibulla*, Former Olympian (swimming) is running his own sports consultancy **Winning Matters Consulting Private Limited** after successfully establishing **Go Sports Foundation** which supports talented athletes
- Famous players like *Baichung Bhutia*, Football, *Ashwini Nachappa*, athletics and *Mahesh Bhupathi*, tennis are running their **sports academies** across the country
- *Shimon Shariff*, international shooter is running the website [www.indianshooting.com](http://www.indianshooting.com) which is one stop shop for shooting enthusiasts.

It is estimated there will be 1.33 million new sports persons by 2017 in India.

This implies India will require a staggering 3lakh sports personnel (Support staff), which means-  
For every 1100 people on the field we need-

- 55 coaches
- 15 track and field experts
- 25 sports medicine experts
- 50 trainers
- 11 sports psychologists
- 22 sports nutrition experts and
- 106 each of strength trainers, competition managers, biomechanical engineers, sports photographers, sports journalists, sports management personnel, sports law experts and event managers.

Source : A FICCI-TanJun Associates Study on Sports as a Full Time Career

- Real Estate industry has also started associating itself with various sports to attract home buyers. Present generation loves sports activities around its habitat and private developers are trying to fulfill this latent demand by constructing these facilities right next to their homes,
- Understanding the market dynamics many educational groups have started short term and long term courses in athlete development and sports management.
- There is professionalization of most of the national sports federations, many federations have started their leagues to popularize their sports in general, generating revenue, creating competitive environment in particular and for attracting talent.

All this definitely augurs well for catalyzing sports culture in India besides creating a positive identity for the brands. According to a FICCI - TanJun Associates Study on Sports as a Full Time Career, which was recently released in FICCI's 3rd Global Sports Summit "TURF 2011" there is an abundance of opportunities for those who are interested in pursuing a career in the sports industry, both on and off the field.

It's high time India calculate its sports inventory in terms of demographics, resources, plans and policies so that there is a multi pronged benefit that goes beyond the economic and into the social, psychological and long term national goals.

### Recommendations

- A more structured and focused approach may be required in terms of defining which of the sports are of national



Making sports a part of mainstream education than just extracurricular activities is critical. Crusaders of education in India should work towards setting up Physical Education and Sports Qualification Framework and educational institutes should develop specialized courses and training programmes for fulfilling this demand.

importance (not necessarily Olympic games only), and have the potential to create more careers.

- It is important to give sports an industry status so that individuals and organizations aspiring for a career in sports or would like to set up business can take bank loans.
- Allocating space for developing Sports Facilities should be made mandatory in upcoming residential areas.
- Creating an atmosphere of encouragement and aspiration within educational institutes, through governmental decree that children who want to pursue a career in sports are able to do so without the stigma of ridicule or the fear of missing academic milestones in the process.

### Sports- A necessary investment

Inclusive growth is the key for sustainable development. India's huge demographic dividend has it all what it takes to make sports a real career option in the near future. Sports are a necessary investment towards nation building and employment creation.

India is ranked 119 in United Nation's Human Development Index; sports can help us improve it. Focus on sports development indirectly brings positive benefits for the health of citizens. In many countries the budget of ministries of sports are clubbed with health and education ministries. It is a historically proven fact that countries like USA, China, UK, Australia and South Korea which have proved their mettle across various parameters especially in terms of quality of life to its citizen are sporting super powers as well.

Expenditure on sports development is an expenditure on youth development as well. Sports can direct young population towards constructive activities and channelize their energies in right direction.

One gold medal by Abhinav Bindra in Shooting has brought shooting as a sport in the limelight and glory to the nation. What will happen if with the changing trends and emerging opportunities, India is able to clench few more golds in Olympics. (Government estimates India will get 8-10 medals in London Olympics 2012.) It is just the beginning of a silent sports revolution in India....

### Way forward

We should plan our actions with a clear focus on the short, medium and long-term benefits. It is now time to revive sports with a holistic approach of training, which will focus equally on knowledge, skills, and attitude to build the citizens who build the nation and make country proud. Sports should be branded as a serious proposition beyond hobby and entertainment.

\*Rajpal Singh is the Additional Director and Head-Sports & Youth Affairs and Postal Reforms in FICCI. He can be reached at [rajpal@ficci.com](mailto:rajpal@ficci.com) and Khushboo Luthra is Research Associate, Sports and YOUTH Affairs at FICCI and can be reached at [khushboo.luthra@ficci.com](mailto:khushboo.luthra@ficci.com)

I remember when I got married. I remember where I got married. But for the life of me, I can't remember why I got married.

– Anonymous



# The Coming Of Age Of Sports Management In India

Melroy D'Souza,  
COO, PMG



*Melroy D'Souza is a seasoned sports management professional with over 11 years of experience in the industry. At only 31, he is the Chief Operating Officer of one of India's premier sports marketing companies, Professional Management Group (PMG).*

*Melroy's dynamic leadership has won him many laurels and he has overseen a period of exponential growth for the company since taking over as COO. Being a sportsman himself, he understands the industry better than most as he sees it from both a business and a sportsman's perspective. He has played hockey, football and cricket at high levels, playing hockey and football at the national's sub-juniors level. A career in sports marketing was but a natural progression and PMG was the most likely destination.*

*Melroy started his career with Nimbus Sports as a rookie when he was still in college. He later joined PMG before moving to Tiger Sports Marketing as the country head. He was back at PMG in 2007, as the COO and it is an association which he values a lot and takes very seriously.*

*PMG is India's first sports management company launched in 1985 by legendary cricketer Sunil Gavaskar and advertising professional Sumedh Shah. Currently, Sunil Gavaskar remains the chairman of the firm, while Sam Balsara, Chairman and Managing Director of Madison World and Noomi Mehta, Managing Director of Selvel Advertising have taken over as Directors of the company, helping chart a new chapter in its glorious history.*

'Sports' has always been an integral part of our Indian culture dating back to the Vedic era. Our history and the ancient scriptures put light on the popularity of sports like archery, chariot racing and wrestling amongst others. Sports is an activity primarily involving the youth and the India of today is a young nation with over 65% of its population under the age of 35, so sports can play a vital role in connecting with the masses.

Sports can be very effective because it helps in the overall development of an individual. Sport teaches you the importance of teamwork, discipline, perseverance and helps one develop a winning attitude.

The role of sports in the Indian society has evolved over the years and so has the sports management industry. It is but obvious that cricket is the main sport in this country. Going by the ESS (ESPN Star Sports) reports, cricket has a viewership of 195 million, but the good news is that the youth is open to other sports as well. Over the years there has been a steady rise in viewership of sports like Football, Tennis and Motor sports. In 2008, Football had a reach of 83 million while in first half of 2011 it had grown to 121 million (India hosted their first ever F1 Grand Prix in Delhi in October 2011). The initial stages of FIFA World Cup of 2010 saw 35% rise in viewership as compared to the event in 2006. Similarly, Motorsports and Tennis had 59 million and 70 million in 2008, while in first half of 2011 it had viewership of 88 million and 92 million respectively.

The Indian Grand Prix got the highest viewership ratings for any Formula One Race. According to the data provided by TAM Sports for the six metros, the race clocked a TVR of 1.0. The race saw higher traction amongst the youth in the (CS M 15-24 AB) with a rating of 1.6.

Though television still is the primary medium of viewership, in the recent years,



live streaming and highlights on the Internet have become popular. IPL was watched by a huge number of fans in the Youtube, so was the 2011 Cricket World Cup.

Sports management might be a niche and upcoming career option, but the recent developments across different sports in the country have meant that it is seeing tremendous growth and interest from passionate individuals, aiming to make a difference.

### Need for Sports Management :

In a world where sports and associated entertainment has become a big time business, efficient handling of it has become essential. It is essential for all sports associations, leagues and individuals to be profitable and have a clear commercial strategy. Brands and investors are always willing to put in money if they see a connect and a fit with their requirements. It is the job of sports management professionals to find this perfect match.

For the business to grow and sustain, it is vital that there is sustained interest from fans and it can only happen through constant engagement. Only when the viewers become passionate fans does any sports venture become truly profitable.

The best recent example was the Indian Grand Prix. Formula One is an extremely popular global sport which wasn't that big in India, but a few weeks prior to the event, brands, administrators, teams and other stakeholders combined to launch various programs that saw tremendous hype created across the country. It resulted in a hugely successful event, with tens of thousands of fans from all corners of the country travelling to Delhi to watch the race live, in addition to the millions tuned in on television.

And this is only one example. Along the lines of the IPL, professional leagues in hockey, motor racing, cricket and football are coming up soon and with this, the need



*Melroy with Lothar Mattheaus*

for experienced sports management professionals will only grow in the next few years. It is not that distant in the future that some of these professionals will be standing on stage presenting to the administrators at FIFA and the International Olympic Association, bidding for India to host the top 2 sporting events in the world.

### Evolution of Sports Management in India :

Over the years we have matured as sports consumers and sports management has evolved simultaneously to cater to this dynamic fan base.

Earlier in India, this industry was confined to sports administration and participation in sporting events. The real action started with the endorsement deal of former Indian wicketkeeper Farooq Engineer's Brylcreem endorsement way back in the 1970s. In the 1980s, we saw iconic cricketers like Kapil Dev and Sunil Gavaskar endorsing brands like Thums Up, Palmolive, Dinesh Suiting, etc. Sports marketing was slowly starting to show its presence.

Realizing the growing popularity of cricket and other sports in the country and understanding the potential of getting brands involved in it, ad man Sumedh Shah joined hands with cricketer Sunil Gavaskar and Professional Management Group came into existence, thus becoming India's first sports management company. The primary vision of starting the company was to create a new business opportunity; wherein professional athletes would have an opportunity to secure their financial future, through endorsement deals, media partnerships and various other commercial opportunities.

With the advent of various mediums of advertisement



many sports management companies have sprung up in India and the business has changed over the years. Each company has adopted its own niche identifying various opportunities in the field and it has all contributed to creating a very exciting and dynamic industry that is growing exponentially.

Sport has now been accepted as a vital marketing tool for brands, especially consumer brands looking to capitalize on the mass popularity that sports enjoy. New media have entered our lives and consumer habits have changed accordingly. Digital media is now one of the key drivers for brand campaigns, and recognizing this, 'sports marketing' has spread its wings to the digital sphere as well.

### **Sports management services :**

The services provided by various companies in the industry vary depending on their business objectives and identified vision. However looking at things from a broader perspective the following are different business verticals existing in the Indian industry:

#### **Consultancy :**

With a plethora of options available, brands need experts to identify the right opportunities keeping in mind their objectives and requirements. A sports management agency uses its expertise to deliver maximum returns on investments that a brand makes with a sporting event, property or celebrity. A prime example is when CEAT wanted to get associated with cricket, PMG created the now iconic CEAT cricket awards and ratings.

Consultancy here is a participative process which involved the brand team identifying the right long-term sports partnership strategy in consultation with a sports marketing company.

Brands could also look at using sports as a tactical weapon, supplementing their campaigns with sustained visibility during a particular sporting event.

#### **Sponsorship :**

Identifying the right partners for sporting properties and events is the most important function of

the industry. It is the responsibility of a sports marketer to bridge the gap between the sports event / property owner and investors/brands. This is done through a carefully planned and executed marketing plan informing and educating the investors/brands about the benefits of association with the event / property.

In India, live cricket dominates sponsorships, which could range from team sponsorships for the Indian national team, IPL teams or on-ground partnerships with international matches involving the Indian cricket team or IPL matches.

Sponsorships are key to success of any sporting event, without which no property will be viable in the long term.

#### **Player management :**

In a nation obsessed with cricketers and stars, player management is a key vertical for most companies. Usually, an agency signs up players once they see potential in them after a few good performances. The agency guarantees a minimum amount to the player for a calendar year. The agency then focuses all its energy in identifying the right brands that can be endorsed by the athlete. Agencies handle the entire process from approaching prospective brands, negotiating the right terms of agreement and co-ordinating the logistics of the association with the brand. The agency is usually entitled to commissions on all endorsement deals which can range from 10–20% depending on the agreement with the player.

Player management has come a long way from Kapil Dev's 'Palmolive da jawab nahi' to M S Dhoni endorsing over 20 brands! Sachin Tendulkar's multi million deal with World Tel in the mid 1990's was a landmark as it opened the floodgates for several other sports personalities to realize the potential of endorsements.

It is essential for a brand to get associated with a player who reflects its

*A sports management agency uses its expertise to deliver maximum returns on investments that a brand makes with a sporting event, property or celebrity.*



values and philosophies and vice versa. And what makes this even more interesting is the uncertainty associated with sport, because it depends on factors which brands cannot have much control on - the player's performances, His/her fitness, bad press, etc.

Although it started out with cricket, but achievers in every sport, be it man or woman are now being recognized by brands, be it Vishwanathan Anand, Sania Mirza, Saina Nehwal, Abhinav Bindra or Leander Paes.

### **Operations & Event Management :**

At the end of the day, any sporting activity is an event. Managing a sporting event requires specialized skill sets. From logistics planning, to co-ordination, to organizing, to contingency planning, to getting the venue ready, the operations team is involved in getting it all working behind the scenes.

The operations team is in charge of the event's meticulous planning and execution, focusing on creating and implementing the best possible event for the client, helping them achieve the best coverage and derive the maximum benefit out of their investment.

### **Media and content management :**

Television is obviously the main medium for live sport and there is hours of content created that focuses not only on live sport and highlights, but associated programs and special features. There are sports production companies that specialize in this domain.

Another key medium in India is print and key driver is sponsored print syndication. The basic idea behind the sponsored syndicated column is that a prominent national or international sportsperson writes a column, which is sponsored by an advertiser and syndicated to English and vernacular newspapers throughout the country. It is a concept that

was incidentally invented by PMG.

With the advent of new media, this idea has been extended to the other mediums as well with content being syndicated in English and vernacular news channels and various websites. A recent case in point being the successful Samsonite campaign done with sports commentator Harsha Bhogle using Youtube as the primary medium, promoted on various popular sports websites like cricinfo.

For avid sports lovers, there are also biographies, autobiographies, coffee table books and other sports books providing them with a continuous source of knowledge.

Sports management companies have also ventured out into managing the digital sphere for brands, encompassing websites, social media, internet marketing and much more.

### **Sports PR:**

Media coverage is extremely essential to a success of any sports property/event. Reaching to the right audience is the ultimate goal of any event and associated brands. If you launch a book, you need the right audience to know that the book is launched. Public Relations hence forms a critical cog in the wheel.

Sports PR has now become a necessity and not a luxury. It is now no longer a supporting function to marketing but an entire function in itself.

Relationships with the media fraternity play a huge role in the success of any sporting property. There is a constant need for image building and reputation management, be it for a sports person or any event. Sports PR strategies now include a wide sphere of activities, including media communication tactics, audience research methods, community outreach programs, crisis management, and management of digital media.

### **Experience of PMG:**

Since PMG is the first sports management company in India, I have already discussed a bit about it and its role in the evolution of this industry. Being the pioneers in this field, PMG has naturally been at the core of all key developments

*Television is obviously the main medium for live sport and there is hours of content created that focuses not only on live sport and highlights, but associated programs and special features.*



**Melroy with Virender Sehwag and Sam Balsara**

in the space.

PMG's primary business throughout the last 25 years has been media syndication, which we pioneered. At a time when television in this country was coming of age and we were seeing the emergence of satellite television, we began providing content to the channels in form of popular programs like 'Great cricket matches', 'Beyond the boundary', 'Sunil Gavaskar presents', etc.

In the early 1990s we created and managed the first-ever Indian Cricket Awards, sponsored by Sungrace-Mafatlal and subsequently by CASTROL from 1997 onwards. As discussed before, we created the CEAT Cricket Ratings and the iconic CEAT International Cricket awards.

From the endorsement contracts of Imran Khan and Vivian Richards during 1987 Cricket World Cup to Sachin Tendulkar's first endorsement deal with Visa, we have been instrumental in some of the landmark deals involving sports persons. We have worked with

almost every sports icon and in 2010, we launched our own player management wing with the signing of star Indian batsman Virender Sehwag in a multi-million rupee five-year partnership, exclusively looking after his brand endorsements and other commercial commitments worldwide with a special focus on image building and reputation management. In 2011, we signed up shooter Abhinav Bindra, India's only individual Olympic Gold medalist.

PMG has the distinction of creating and organizing many high profile sporting events, including India's single largest amateur golf tournament, the 'McDowell's Signature Club Golf Championship', the prestigious annual CEAT awards, Castrol Awards and the BCCI awards. In 2008, on the occasion of the Silver Jubilee of India's 1983 World Cup victory, PMG planned and executed 'Lords of 83', a celebration of the famous world cup victory at cricket's Mecca in Lords. Recognizing the growth in football in India, PMG partnered with brands to conduct activations around the FIFA World Cup 2010 in association with Dutch legend Ruud Gullit and German World Cup Winning Captain Lothar Matthaus.

Over the years, we have developed a complete offering covering all major verticals mentioned above, offering the best possible sports marketing solutions to our clients. Our strength has been maintaining long-term relations with our clients and helping them understand and see value in partnering with various sports.

### **Perception of the future :**

Sport is changing, catering to a rapidly changing consumer dynamic. Consumers want fast, quick entertainment and are open to experimentation. They do not mind spending where it is "worth it". They are now increasingly global in their outlook and are well informed through various media, mainly digital. They want to associate with sports, teams and personalities that have

*Consumers want fast, quick entertainment and are open to experimentation. They do not mind spending where it is "worth it".*



an aspirational value. This will aid the growth of non-cricket sports in the years to come, with Ronaldo, Messi, Vettel, Federer, Bolt, etc. becoming as synonymous as a Sachin Tendulkar or an MS Dhoni.

In India, cricket will always rule the ratings, but recent events like the arrival of Formula One in India has changed things. Though the Indian football team ranks 162 in the FIFA rankings, India is a huge market for football. International clubs and FIFA are investing in academies and schools here. Everyone wants a slice of the huge potential offered by the ever-growing young consumer base in India.

Sports management has come a long way and the current trend calls for creating and owning of new properties, which include creating new leagues in various sports. Coping up with the constant innovation of digital media and keeping abreast of the latest developments in technology will be key.

### **Recipe for the perfect environment for making India a super power in sport in the coming years :**

India is already a super power as far as cricket is concerned. Though the percentage of the fans following the other sports is quite low, the numbers are still immense because of the huge population. So even with a slight increase in the percentage, the numbers will show a major increase.

Hence, all it needs is the right strategy and investment in developing other sports. Certain key points to be looked at have been identified below:

#### **Infrastructure :**

There should be adequate world-class infrastructure. When the infrastructure improves, the athletes are able to train in conditions that are similar to international world-class conditions. As mentioned,

football clubs like Arsenal, Manchester United, FC Barcelona to name a few have taken a note of the opportunity in the Indian market and have put several development programs in place. In nations that have a great sports culture like in the Britain, US, Australia, New Zealand, etc, even at the school level the infrastructure in all the sports is better than what we have here and there needs to be a grassroots level initiative undertaken by the respective administrators to replicate this in India.

#### **Sports Education and athlete scholarship :**

Sports education, as a discipline should be taken up more seriously right from the school level. This is a specialized field and industry where we require certain skill sets to excel.

We do we have institutes providing sports education but they are a handful and nowhere compared to the ones in the USA and European nations. But it is definitely improving.

Management is one aspect and athlete the other. The people who are good in sports should be given adequate scholarships to make sure that they are trained properly and that they do not have to worry much about their finances. The athlete's only concern should be the competition and excelling in the sport.

In addition there is also a need to instill programs to train top level coaches across sport through exposure to world class methods and facilities. Top level coaches are key to ensure that our athletes are able to compete with the best in the world.

#### **Getting professionals into administration and de-linking of politics :**

Sports professionals should be at the helm of things as far as administration is concerned. A person with the adequate background should be able to do more justice not just because of the skill set and knowledge of the sport that he will bring in, but also the passion attached to it.

*Sports management has come a long way and the current trend calls for creating and owning of new properties, which include creating new leagues in various sports.*



*The problem that plagues sport is that politicians are in charge. This often leads to biased decisions not always for the benefit of the sport.*

The problem that plagues sport is that politicians are in charge. This often leads to biased decisions not always for the benefit of the sport. A person who is politically well supported is able to excel in sports, while another person who is not so well linked politically is left to rot, however talented he/she may be. Corruption also plays a role, the Commonwealth games being an unfortunate prime example. Corruption should be rooted out from sports to ensure growth and having passionate sports personalities in charge rather than politicians will help.

### **Role of Media:**

The media in India needs to look beyond cricket. The media plays an important role in promoting other sports. The media believes to feed the audience with what the latter looks for but it also works the other way around. The audience starts following, what's in the media. We saw it during the Indian GP. Much of its success was also due to the media hype.

Looking at the Cricket World Cup 2011, the IPL and the Indian Grand Prix, we can see that there is no dearth of ideas and innovation. If we can stage events of such caliber with so much success there is no reason why we cannot be a super power.

There is no doubt that we have the potential, it is just belief and the involvement of passionate individuals that will take India towards being a true super power in sport.

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Men have a much better time of it than women. For one thing, they marry later. For another thing, they die earlier.

– H. L. Mencken



**Whereas** Olympism is a philosophy of life, exalting and combining in a balanced whole the qualities of body, will and mind blending sport with culture and education, Olympism seeks to create a way of life based on the joy of effort, the educational value of good example and respect for universal fundamental ethical principles;

**And whereas** the National Olympic Committee and National Sports Federations are responsible for the control, regulation and technical development of sport at national level in India;

**And as** sports development is a national priority and cooperation and partnership the Government and the National Olympic Committee and National Sports Federations and other stakeholder organizations needs to be developed in areas which should include: interalia sports for development, promotion of indigenous sports, promotion of sporting excellence, the organization of sports events, the promotion of athletes' welfare, the promotion of drug free sport, and the fight against all forms of corruption in sports;

**And whereas** the National Olympic Committee and National Sports Federations are responsible for the promotion and development of sport, including the selection of national teams representing India in International sports events;

**And whereas** in the discharge of the abovementioned responsibilities the National Olympic Committee and National Sports Federation perform public functions and hence are treated as public authorities expected to follow the highest standards of good governance in the management of sport in the country as well as management of their own internal affairs;

**And as** the International Olympic

## National Sports Development Bill - A Preview

**Joe Sebastian**, Executive Director (Operations), Sports Authority of India



Committee itself proposes the adoption of Basic Universal Principles of Good Governance by the National Olympic Committee and National Sports Federations to effectively discharge their duties in accordance with the Olympic Charter;

**And as** the same principles are equally applicable to National Sports Federations dealing with non-Olympic sports;

**And as** the Government of India as a signatory to the UNESCO Convention against doping in sport is obliged to take effective administrative and/or legislative measures to eradicate doping in sport;

**And whereas** there being other major concerns such as age fraud and sexual harassment in sports, which needs to be addressed through appropriate administrative and/or legislative measures;

**And whereas** the National Olympic Committee and



National Sports Federations avail themselves of a number of benefits and concessions from the Government such as financial grants, concessional lease of land, and tax exemptions and hence treated as public authorities accountable to the public;

**And whereas** the National Olympic Committee and majority of National Sports Federations are registered under the Societies Registration Act whose jurisdiction is limited to the State concerned but the functions of the National Olympic Committee and National Sports Federations extend beyond the jurisdiction of that State and cover the whole of India, thereby creating an anomalous situation, which requires to be addressed by providing necessary empowerment to them through an appropriate national legislation for the purpose;

**And whereas** disputes in the management of the National Olympic Committee and National Sports Federations adversely affect the development of sport at national level, which needs to be addressed by providing for a speedy and effective dispute resolution mechanism which does not dilute or impinge their autonomy;

**And whereas** even though 'sport' is a State subject, Entry 13 of the Union List in the Seventh Schedule to the Constitution of India places participation in international conferences, associations and other bodies, which includes sports bodies, and implementing decision made thereafter thereon within the ambit of the Union Government;

**And whereas** further, the regulation of the National Olympic Committee and National Sports Federations, which enjoy national jurisdiction, falls within the jurisdiction of the Union Government under its residuary powers under Entry 97 of the Union List in the Seventh Schedule read with Article 248 of the Constitution of India and therefore it was considered necessary and expedient to further the foregoing objectives, among others, through a comprehensive sports persons centric National Legislation on sport development, which is designed to primarily tide over the following systemic deficiencies/lacunae/affecting the overall sports scenario in India.

(i) Confining the role of the Union Government to merely supplementing the efforts of sports bodies in achieving excellence in sports and assisting them in holding of

sports events, completely leaving the primary task of building a healthy nation through 'sports for all' to the State Governments, leading to uneven development of sports across the country and non-emergence of sport as a national priority. Only a few States have been able to find the required resources for sports development whereas the remaining have not been able to afford the same. As a result, hardly 50 million out of 770 million population below the age of 35 have any sort of access to organised sports and games.

(ii) Second, the failure to integrate sports, education and health, by way of policy convergence and pooling of resources. Hardly, 30 million out of a total of 210 million students have access to play fields and sports facilities. The availability of Physical Education Instructors and coaches in schools and colleges is equally an area of serious concern.

(iii) Third, the failure to achieve overall convergence within the Union Government, between the Union and State Governments and local bodies, between Government and the Corporate Sector and between Government on the one hand and National Sports Federations (NSFs), the Indian Olympic Associations (IOAs) and the Sports Authority of India (SAI) on the other. Therefore, there is a need to have a consultative or steering group frame work under which all the important stake holders can work towards a shared vision and make concerted efforts to realise it. The draft Sports Development Bill seeks to address the issue squarely.



- (iv) Fourth, there has been little initiative to facilitate sports bodies and National Sports Promotional Organizations (NSPOs) to reform and modernize themselves to meet the challenges of modern day sports which have become highly competitive in India. Sports has been largely self-regulated which makes it all the more necessary that they modernize their systems and processes and become more sportspersons centric, more transparent and accountable in their functioning. A robust Sports Dispute Resolution/Arbitration mechanism, specially a strong grievance redressal mechanism for athletes is essential.
- (v) Fifth, the roles and responsibilities between Union Government, State Governments, SAI, NSFs, IOAs, and Education Instructors, amongst others have not been adequately defined. Leading to optimal situation in terms of delivery and out put both in participative and competitive sports. Moreover clear role delineation has to be complemented with appropriate structures, systems, processes and resources for the stake holders concerned to deliver the results. The proposed bill factors this requirement too.
- (vi) Sixth, which perhaps is the most decisive social attitude towards sports which unfortunately, in our society parents do not encourage their children to participate in sports, primary reason being the few career opportunities for sportspersons, and therefore, a conscious policy effort needs to be unleash sports consciousness in the country, through an appropriate mix of policy measures which the draft Sports

Development Bill attempts to do.

In the above background and with the objective of formulating a suitable legal framework for national sports development, including good governance among sports bodies, the Ministry of Youth Affairs & Sports has proposed bill for enacting national sports legislation. The matter was last considered by the Cabinet in its meetings, wherein it was decided that for facilitating better management of sports in the country, the Bill be recast in the light of discussions held on the same by various stakeholders.

2. The revised Bill was placed in the public domain on 14.10.2011 seeking comments. Based on inputs received and directions of the Cabinet, the Bill has been recast and the Ministry, will be placing the revised Bill in the ongoing Winter Session of the Parliament.
3. Following are the salient features of the proposed National Sports (Development) Bill, 2011:-
  - (i) 'Basic Universal Principles of Good Governance' endorsed by the XIII Olympic Congress, which includes fair and transparent election process; age and tenure limit in respect of office bearers; and participation of athletes in decision making processes.
  - (ii) Anti-doping regulations compliant with WADA code to be given legislative backing. As a signatory to the UNESCO convention, India has shown highest commitment to movement against doping. It is a member of the World Anti Doping Agency (WADA) and has constituted its own National Anti Doping Agency (NADA) on the lines of WADA.
  - (iii) Measures to prevent sexual harassment of women following the guidelines enunciated by the Supreme Court in the Vishakha judgment.
  - (iv) Foolproof guidelines for detection and prevention of age fraud in sports.
  - (v) Effective and speedy resolution of sport-related disputes, including redressal of athletes' grievances, through conciliation and mediation process by appointing a National Sports Ombudsman.
  - (vi) The draft bill is anchored in the mutually reinforcing links between sports development with a view to leveraging our single most important resource, a large



population of youth in our country relative to all developed countries and even China, to leap frog our way to the front rank of nations in the world on the basis of this 'demographic dividend'.

Prime Minister Dr. Manmohan Singh has repeatedly emphasized from several forums the key role of youth in national development and the contribution of sports to youth development. Thus, first at the launch of the Knowledge Commission on August 2, 2005, and again in his acceptance speech at the Moscow State University on December 5, 2005, he set out his approach to youth development in the following words :

***“The 21st century will be predicated on knowledge, as much as the 19th century was based on access to raw materials and human labour, while in the 20th century it was all about industrialization. Nation-States will compete in the knowledge domain and hence the development of human resources acquires ever-increasing greater relevance. Thus, demographic characteristics, the ratio of the young population to the ageing and the reproductive index will acquire a greater strategic significance.”***

The single most important comparative advantage which India has over others is that right through the first half of the 21st century, India's youth population will be burgeoning while the developed world and even China will have to increasingly bear the burden of an ageing population. At the same time, this comparative advantage can be availed of only if we nurture our youth, educate them and impart to them the required skills. Again, in his Independence Day speech on August 15, 2006, the Prime Minister highlighted the point that –

***“India is a young nation. India is a nation of young people. Our youth are ready to work hard for a bright future. They want to build a new India of their dreams. I want every one of our youth to walk shoulder to shoulder, and walk forward with us in building a new India. Every young person must have faith in our future. To know that this country will create opportunities for all for the full expression of their talent and skill.”***

(vii) The Draft Bill also advocates the benefit of sports – health and wellbeing, education and sports, leadership and team work and building inclusive institutions to

create sports consciousness amongst all segments of the population and promoting active life styles. The draft Sports Development Policy emphasises the urgent need for promoting sports and games in schools, colleges and universities in convergence with the programme of the Ministry of Human Resource Development.

- (viii) The Draft Bill also lays special focus on the promotion of indigenous games through appropriate strategies such as the selection and declaration of popular indigenous games of national importance and efforts to promote indigenous games upto International level.
- (ix) The other areas of thrust include promotion of sports in women, sports for the disabled, mobilizing corporate sports for the promotion of sports, a well calibrated policy for holding of many sports events, the promotion of advance spots in tourism, the role of media in promoting sports culture and international cooperation in the field of sports.
- (x) **The reforms and restructuring of SAI :** the reforms and restructuring of IOAs and NSFs by themselves and convergence in sports development activities between all stakeholders.

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**One is taught by experience to put a premium on those few people who can appreciate you for what you are.**

**– Gail Godwin**



The essence of sports is to play as per the rules. The important lessons in life are learnt by playing sports following ethical means which is; fair play, differentiating right from wrong, what is allowed and what is banned, winning and losing. However sport is struggling to maintain its level playing field. Doping in sports is corrupt practice which is destroying image of sports. Athletes, once pure performers, are now manufactured through scientifically driven training systems, using scientifically developed equipment. Drawing the line between what is acceptable and unacceptable is becoming difficult. Athletes are challenging our faith in sport ever being drug-free. A new breed of athlete is emerging, as the 'doping celebrity'. Let's understand what is this whole subject called doping and what is being done in India to deal with the menace?

### 1. Drug abuse in sports (Doping)?

Drug abuse in sports is prevalent since ancient times. In the modern age, the doping was defined by the International Olympic Committee (IOC) in 1964 and the IOC Medical Commission formed in 1967. The first list of prohibited substances in sports came into existence in 1967. However, in the last four decades, the 'prohibited list' progressively expanded, periodically updated, first by the IOC Medical Commission itself, and then by the World Anti Doping Agency (WADA), to reach its present format.

#### 1.1 International Olympic committee (IOC) :

Doping is defined by International Olympic Commission as "the administration of or use by a competing athlete of any substance foreign to the body or any physiological substance taken in abnormal quantity or taken by an abnormal route of entry in to the body with the sole purpose of increasing in an artificial and unfair manner his/her performance in sports".

#### 1.2 World Anti doping Agency (WADA) :

The definition of Doping got a new dimension with the introduction of World Anti

## Anti Doping Programme : Achievements so far !

**Dr. Alka Beotra,**  
Scientific Director,  
National Dope Testing Laboratory



*Dr. Alka Beotra is Scientific Director, National Dope Testing Laboratory, Ministry of Youth Affairs and Sports, Government of India, New Delhi. She has 30 years of experience after acquiring Ph.D. from Institute of Medical Sciences, Banaras Hindu University in 1981. Recipient of Achari Prize (Gold medal, 1981) and Jaipur Prize (Silver medal, 1982) of Indian Pharmacological Society for her commendable research work in the field of drugs. Published over 90 research publications in various national and international journals in the field of drug testing, psycho pharmacology, bioequivalence and dope analysis. Acquired extensive training in various International Doping laboratories in Asia, Europe, Australia and America. Reviewer for various analytical and bio-analytical journals of repute with high-impact factor.*

*She is qualified Lead Assessor and Technical Assessor for ISO/IEC 17025:2005 accreditation in the field of Chemical, Biological and forensic testing by National Accreditation Board for Testing and Calibration Laboratories (NABL). She has audited more than 50 laboratories in India for ISO/IEC 17025:2005 accreditation.*

*She is Vice President, Indian Association of Sports Medicine and Member, Doping Commission, Asian Federation of Sports Medicine. She has organized various courses/ workshops on Anti Doping for sports scientists, coaches, sports medicine doctors and researchers.*



Doping Agency in 1999. Doping is defined by WADA as “the occurrence of one or more of the anti doping rule violations” as given below:

- Presence of prohibited substance in athlete’s sample.
- Use or attempted use of prohibited substance or method.
- Refusing to give sample for dope analysis.
- Failure to file whereabouts information and missed tests.
- Tampering with any part of doping control process.
- Possession of prohibited substance.
- Trafficking a prohibited substance or method.
- Administering or attempting to administer any prohibited substance or method to an athlete.

The WADA was established as a foundation on November 10, 1999, on the initiative of the IOC and with the support of intergovernmental organizations, governments, public authorities, and other public and private bodies. The mission of WADA is harmonising anti doping measures in sports worldwide.

## 2. Drug Testing in sports

The drug testing in sporting events is designed to detect and deter abuse of performance enhancing drugs by competitors. Drug testing in Olympics began in 1968 and since then lot of improvements have taken place in the testing protocols being followed by various doping control labs all over the world. The Olympic Games (Winter and Summer), Asian Games and Commonwealth games play an important role in International sport today and are milestones for technical development in doping analysis. The testing procedures for drug abuse in sports are stringent.

The number of testing laboratories has increased, reaching the present tally of 33 laboratories in the world which are accredited by WADA for testing of samples for sports persons. The tests being followed in sports testing require both the screening and confirmation methods. The confirmation methods may be the same technique or different but more specific to the particular drug with relation its chemical and physical properties. The matrix being used for drug testing in sports is mainly urine. However, in few cases blood is used for testing e.g blood doping, human growth hormone, athlete

biological passport, hemoglobin based oxygen carriers (HBOCs) and Continuous Erythropoietin Receptor Activator (CERA). It is absolutely essential for an anti-doping laboratory to maintain high standards to retain the respect of sports community. The data and procedures used for testing should withstand scientific and legal scrutiny, hence accurate and complete presentation of the results is essential. In order to check technical competence, a laboratory must have accreditation for ISO 17025:2005 and also by the WADA to ensure technical competence to carry out the testing for the sports persons. Further, in order to maintain such accreditations, the labs must participate in various Quality Assurance programs conducted by WADA, College of American Pathologists (CAP), World Association of Anti Doping Scientists (WAADS) and Quality Control Centre, Switzerland (CSCQ) to maintain an accurate and precise level of testing. With such stringent guidelines, made mandatory for all Anti-Doping laboratories all over the world, the labs are now adhering to one Code, one prohibited substances list, one testing standard, one laboratory standard, one system for therapeutic use exemption, which has facilitated in harmonization of anti doping program. India, being no exception to the same, is adhering to such stringent International guidelines.

## 3. Dope testing facility in India:

The trigger to set up a facility for testing of drugs banned in sports came with the first ever positives from Indian weight lifting in 1986 Asian Games (three) followed by another positive in weight lifting in 1990 Commonwealth games. These instances led government to take the initiative to set up a dope testing lab to avoid such shame for the country in the form of positives. Hence, the Dope Control Centre was established in 1990 in Sports Authority of India (SAI), Ministry of Youth Affairs and Sports with the skeletal set up for initiating the anti doping measures. However, the Dope Control Centre under SAI didn’t grow much until 2002 in comparison to the overall development in the field

*The data and procedures used for testing should withstand scientific and legal scrutiny, hence accurate and complete presentation of the results is essential.*



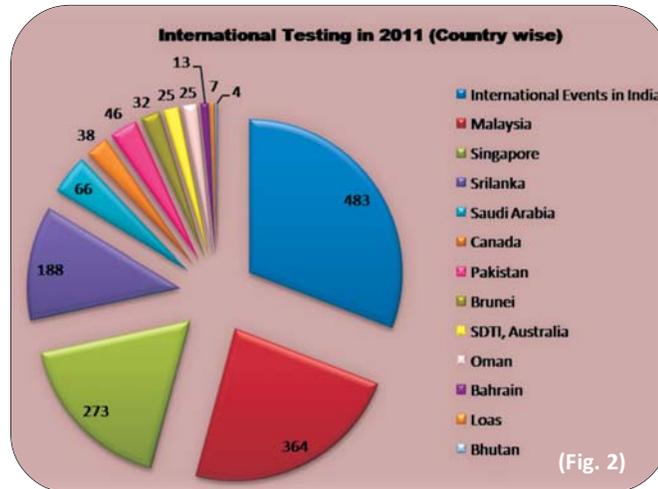
worldwide. Thereafter, the Government of India decided to upgrade the Anti Doping programme under the “Scheme for Dope Test” leading to modernisation of Dope Control Centre in 2002. This was followed by the ISO 17025 accreditation of the testing facility prior to 1st Afro Asian games held in Hyderabad in 2003. The testing for the 1st Afro Asian games was carried out in India with the cooperation of Tokyo Dope testing laboratory for which temporary accreditation was given by the IOC.

Later, the Anti doping measures were further strengthened by the creation of National Anti Doping Agency (NADA), an independent autonomous body in 2005 and demerger of Dope Control Centre (DCC) from SAI as independent National Dope Testing



(Fig. 1)

laboratory in 2008 under Ministry of Youth Affairs and Sports (Fig. 1). This was done to avoid conflict of interest, since SAI was responsible for the training of sports persons for the national and international competitions and the same agency taking care of anti doping measures was felt as not appropriate. The National Dope Testing Laboratory (NDTL) got the accreditation by WADA in September 2008 and became one of the five WADA accredited labs in Asia and one of the 33 accredited labs in the world. Since then, the NDTL has been providing testing facility for India and other neighbouring countries by catering to the testing need of the major games (Common Wealth Games 2010 and Singapore Youth

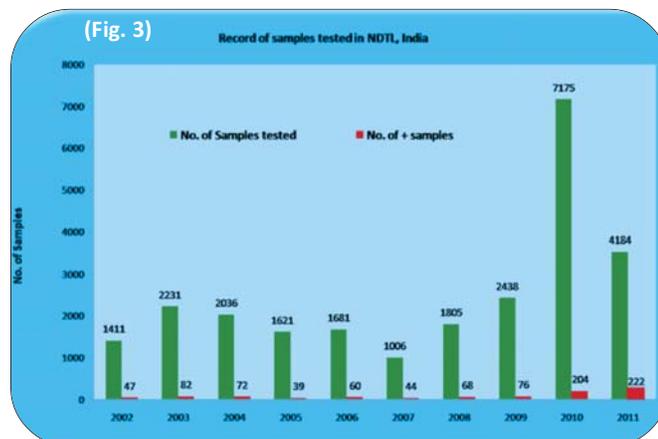


(Fig. 2)

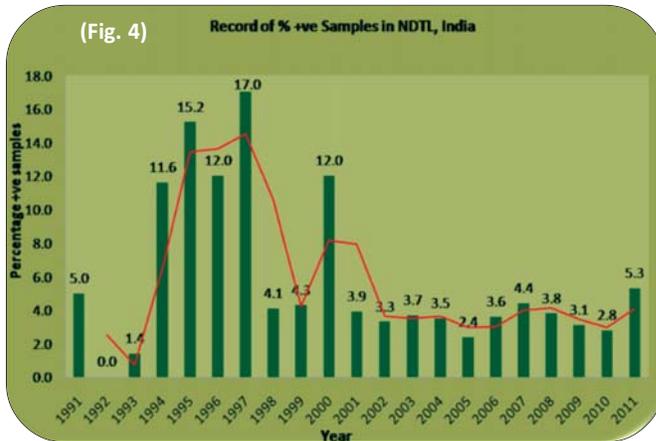
Olympic Games 2010), other competitions and the testing of out of competition samples. The NDTL, India has attained level of world class laboratory with Govt of India’s vision and funding for its development and growth. The NDTL, India is also testing samples for dope testing from Malaysia, Pakistan, Singapore, Nepal, Srilanka, Saudi Arabia, Bhutan, Brunei, Bahrain, Philippines, Laos, Bhutan etc. (Fig. 2)

The expertise in the anti doping science is unique and in order to keep it updated as per international level, it is essential to have bilateral cooperation with other WADA accredited labs. NDTL has entered in bilateral cooperation with two premier labs in the world which are Drug Control Centre, Kings College, London and Anti Doping Lab, Rome, Italy and is progressing towards finalization of bilateral cooperation with Cologne, Germany during the year 2012-2013.

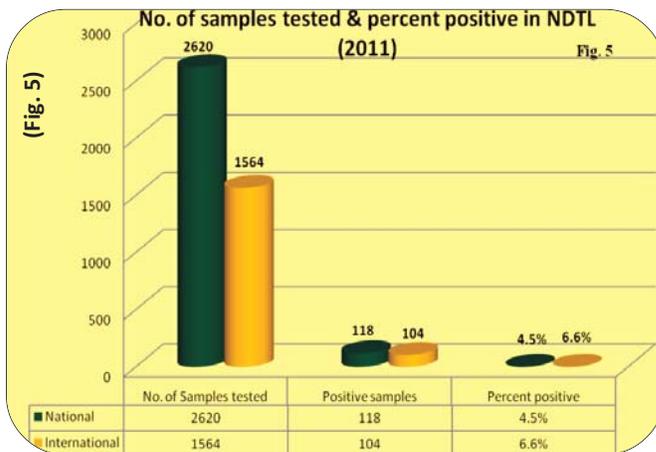
The Anti Doping program in India has really come a long way since its inception in 1990 to the modernisation of the dope testing lab in 2002 followed with the setting up of two independent agencies (NADA and NDTL) and later increasing the annual testing of samples. (Fig 3). With increase in the



(Fig. 3)



number of samples tested annually, the percent positives of drug abuse has shown to fall from the highest in the year 1997(17%) to within 2-5% from the year 2001 to 2011 (Fig 4) which is contrary to general perception due to media reports about the doping instances in the recent years. Since the year 2008, NDTL is engaged in getting the samples from other countries; hence the percent positive reflects the combined percent from the lab and not of Indian athletes. However the reflection of number and percentage positive of both national and international samples tested in 2011 is shown in (Fig 5).



Is the work done to improve the anti doping measures with research, education and increased testing enough to deal with the menace? No, because effective anti doping measures can curb use of performance enhancing drugs thereby ensuring fair play and health of sports persons. But, in order to excel, the athlete needs to have the best of scientific support by means of prevention and treatment of injury and evaluation of physiological, psychological and nutritional profile. It is the need of the hour to strengthen scientific support to Indian sports persons to excel in sports in healthy ways. This can be achieved by maintaining an appropriate balance of everything (talent, training, scientific support and proper nutrition) which is a key ingredient to performing in competition. The need to do the same is realized by the Govt. of India and National

Institute of Sports Science and Medicine is being set up in New Delhi under Ministry of Youth Affairs and Sports.

With advancements in the detection technology to check abuse of drugs by athletes, the use of nutritional supplements as alternate means to gain advantage is more prevalent than before. There is variety of nutritional supplements specifically designed for athletes. Athletes assume that these supplements do not contain prohibited substances because they are readily available without prescription. The questionable quality control manufacturing practices of dietary supplement production may lead to contamination of nutritional supplements, which may be a possible explanation for the apparent increase in the number of positive doping tests amongst athletes. Supplements commonly used include vitamins, minerals, protein, creatine, and various “ergogenic” compounds. These supplements are often used without a full understanding or evaluation of the potential benefits and risks associated with their use, and without consultation with sports nutrition professional. There are potential costs associated with all dietary supplements, including the risk of a positive doping result as a consequence of the presence of prohibited substances that are not declared on the label. Good food choices do not compensate for an absence of talent or a lack of training, but they will help the talented and motivated athlete to make the most of their potential. Athletes who make poor food choices are unlikely to be as good as they could be. A few supplements and sports foods may bring specific benefits for some athletes in some circumstances, but these should be used only after consultation with a qualified sports nutritionist or accredited sports dietician.

Inadvertent doping due to use of food supplements/herbal nutraceuticals can occur in three ways:

1. Prohibited substances are declared on the label but the athlete is not aware that it is a banned substance.
2. Prohibited substances are declared on



the label, but under the different names with which the athlete is unfamiliar (e.g. Ephedrine written as Ma Huang in Chinese and strychnine written as Kuchala in Hindi).

3. Prohibited substances are not declared on the label. These substances could have been added deliberately, or could be the result of contamination during or after synthesis, capsulation or packaging.

The practice of the supplement manufacturing company in these instances is unethical and needs to be controlled through proper quality checks. The quality control surveillance check of the nutritional supplement manufacturers can be introduced to ensure the production of safe nutritional supplements which are free from the banned substances as per WADA prohibited list. This would protect the athlete from inadvertent doping which may be caused by the use of nutritional supplement.

If society wants no performance-enhancing drugs in sports and for antidoping science to get ahead of the cheats, it is required to implement measures in the prospects of Quality Assurance and accountability of the supplement industry, education and training with scientific support to ensure fair play in sports in a healthy way.

The relevance of sports science and medicine has been realized in other countries viz Europe, Australia and other Asian countries apart from America. In India, Sports Authority of India has provided in-house facilities for sports sciences for the last three decades. However, due to lack of upgradation

of equipment and an embargo on recruitment, as well as budget constraints, these facilities have become outdated and acute staff shortages have further exacerbated the problem. In addition, the lack of attention to faculty development and coach training, the existing sports science set up in SAI has languished. To overcome these weaknesses, the government has planned to set up a new institute of national level.

#### 4. What are the future plans?

The future plan lies in achieving a right balance with the strengthening of anti doping programme and further excelling in the up gradation of the testing facilities on one hand and on the other hand, to set up a new institute of sports science and sports medicine. The new institute would be the leading Institute in the country to support high performance sportspersons and integrate sports science and medicine into the training of elite sportspersons and into the teaching curriculum of sports coaching in the country. The key functions of the proposed Institute will be:

- Performance enhancement research and teaching to promote sports excellence
- Dissemination of information on Sports Science and Sports Medicine
- Prevention, treatment and rehabilitation of sports injuries
- Testing and certification of food supplements and nutraceuticals
- Accreditation services and training of specialized personnel.

In conclusion, excellence in sports can be achieved by having on effective programme wherein ethical means (Sports Sciences and coaching) are utilized to enhance performance and unethical means (Doping) are curbed with effective anti doping program.

**Success is not the result of spontaneous combustion. You must set yourself on fire.**

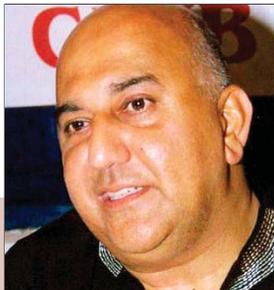
**– Reggie Leach**



## Sports Medicine in India

**Dr Ali Irani,**

Head, Department of Physiotherapy, Sports Medicine and Rehabilitation Centre, Dr BB Nanavati Hospital, Mumbai



*Dr Ali Irani, presently Head, Department of Physiotherapy, Sports Medicine and Rehabilitation Centre, Dr BB Nanavati Hospital, Mumbai has been the official physiotherapist for the Indian Cricket Team 1987-1997. He has a Ph.D in Anatomy of Body Movement and Dance, Bombay University and is President, Indian Association of Physiotherapists. He has presented a number of papers on Knee Mobility, Backache, Hammer Tone For Frozen Shoulder, Fitness and Sports injuries at various national and international conferences.*

### Introduction

Sports has always been an important subset of one's life and also wellness in society. It's not only a form of maintaining physical fitness but in a country like India, a sport like cricket is considered a religion where every victory is a source a celebration and every loss leads to tears and disappointment.

Sports has become as big as an industry where numerous professionals are dedicated in care of a team or an individual athlete. Sportsmen are better than an industry. In an industry you require land, investment skilled and unskilled workers, administration, have problems with such as sales tax, income tax, octroi, union, repayment of bank loans and other harassments whereas a sportsman is alone he would only need to take care of his health and skill does not have to pay any taxes and does not have any other harassments other than to play for their country and yet make more money than an industry.

### Sports Medicine

Sports medicine is a branch of medicine that includes injury prevention, diagnosis, treatment and rehabilitation; performance enhancement through training, nutrition and psychology; management of medical problems; exercise prescription in health and in chronic disease states; the specific needs of exercising in children, females, older people and those with permanent disabilities; the medical care of sporting teams and events; medical care in situations of altered physiology such as at altitude or at depth and ethical issues, such as the problem of drug abuse in sport (Brukner & Khan)

### Sports Medicine Team

In India till the late 1980's the sports team were only associated with doctors and orthopaedic surgeons, in 1987 the Indian Cricket Team for the first had a physiotherapist as a part of the team on the tour. A physiotherapist is now considered an important official on the team and has been appointed by every club, national or



international teams for various sports such as cricket, football, hockey, athletics etc. It has been shown beneficial to have a physiotherapist on field even for university, college and school level sporting events. A complete sports team now includes a manager with a coach, the medical team predominantly would consist of a physician / orthopaedic doctor and a physiotherapist along with a psychologist, exercise physiologist/trainer and nutritionist.

With the growing demand of professionals dedicated to sports, atleast in the field of physiotherapy the number of courses specializing in sports rehabilitation have been at a rise. Sports physical therapy has been termed as a diverse specialty practice that involves examination and evaluation, to develop a diagnosis and prognosis and suggest treatment strategies and interventions for a wide spectrum of athletes.

To an athlete every event is either a win or a defeat for which there is constant pressure of striving well with which comes along the fear of failure. Most sportsmen are highly strung, dislike rest, deny any kind of injury and often unreasonable. The aim of the sports medicine team is not only to avoid or manage the injury that a sportsman faces but also understands the takes care of the fitness and means of maximizing the performance.

## Prevention of Injuries

Prevention in sports helps in enhancing the health of the player, increasing the longevity of the participation in the game and reduce the health care costs. It can be broadly categorised into three types:

- **Primary Prevention:** Avoidance of any kind of injury

Primary Prevention includes identifying the possible risk factors which predispose the athlete to an injury, these factors maybe intrinsic such as individual fitness, technique of play, hydration and

nutritional status, psychology or extrinsic factors such as the sports equipment (raquet, bat, helmet, shoes), the ground etc.

- **Secondary Prevention:** Early diagnosis and treatment once injury has occurred

Secondary prevention regards to the early diagnosis and appropriate conservative or surgical interventions. When an injury takes place often the athlete regards it as a normal aches and pains due to the game, it's always advisable to seek medical help in order to reduce the duration of the ailment.

- **Tertiary Prevention:** Rehabilitation to reduce and/or correct the underlying existing disability.

Tertiary prevention is post injury rehabilitation phase when the athlete is back to the game. To prevent further stress to the injured part appropriate measures are taken such as supportive taping and bracing techniques, teaching appropriate falling techniques, modification of the technique of play to deload the injured part.

## Fitness of an Athlete

### Health Related Components

- Body Composition
- Cardiovascular Endurance
- Muscular Fitness
  - \* Endurance
  - \* Strength
  - \* Flexibility

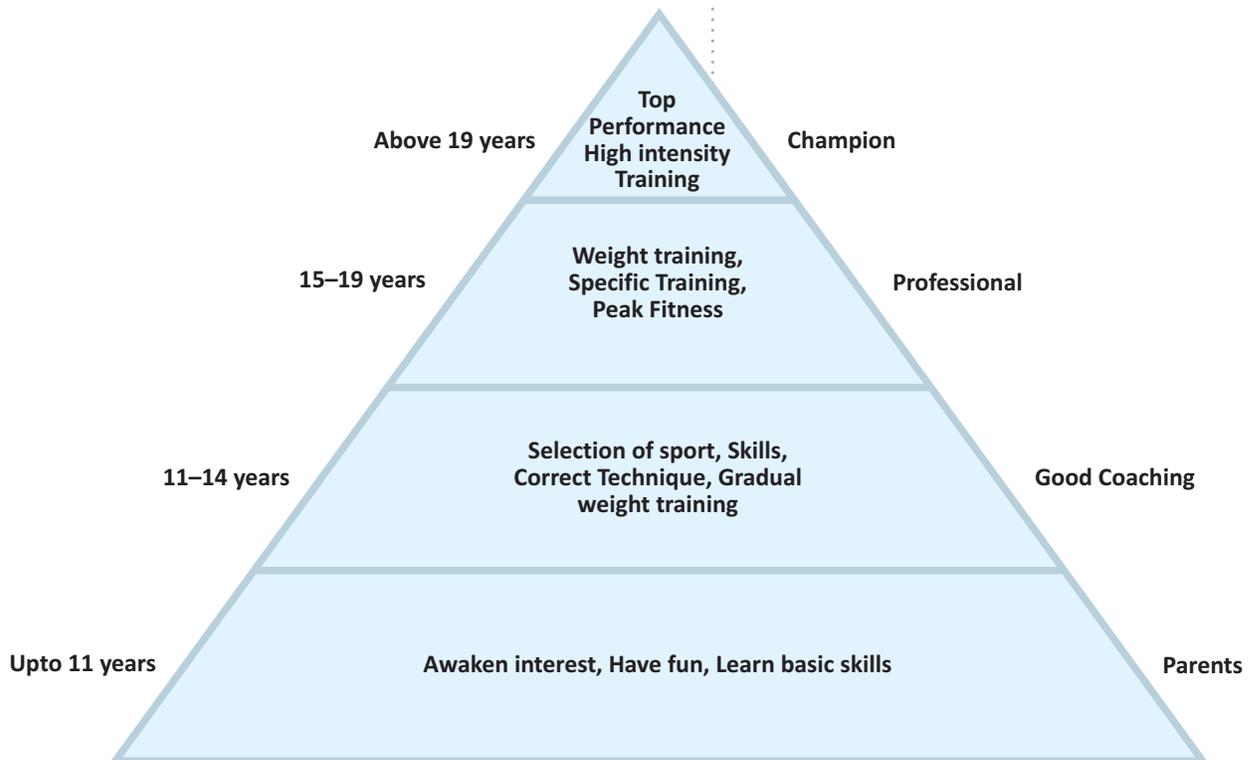
### Skill Related Components

- Power
- Speed
- Balance
- Reaction Time
- Agility

## Pre-Participation Fitness Evaluation

Pre Participation Fitness Evaluation to provide athletes with a determination of medical eligibility for competitive sports that is based on evaluations intended to identify clinically relevant, preexisting abnormalities. There are two types of fitness to an athlete, health related and skill related fitness.

Sports specific monitored cardiopulmonary screening tests are advisable for every athlete to for early detection of cardiac related (congenital, structural and arterial defects) and pulmonary conditions (exercise induced asthma). Sudden cardiac death has been reported upto 0.3% (AHA, 2007). Fitness testing has other benefits, it gives a fair measure of the general fitness in a team sport, and which aspects to work on for each individual athlete, and also injury point of view it gives a reference measure to work on.



Every athlete's fitness differs according to the sport and the position played in the sport. E.g. a sprinter would require more of speed and power rather than a marathoner who would train maximally for the cardiovascular and muscular endurance; a gymnast would require more a flexibility and motor control.

### Children And Sports

Sports participation is a great part of a child's development, it has been means of socialization, physical skill building and a way of learning prosocial behaviors. As a child grows it achieves a certain necessary maturity to learn and play a sport – related task.

### On – Field Physiotherapy

On field management is of prime importance and has proven to be most beneficial for secondary prevention of sports injuries. It has been shown that 80% of the injuries that take place on the field are musculoskeletal in nature out of which only 7.3% loose out on their sporting time if appropriate intervention is given on time. The most important element of the physiotherapist being on the field that he gets the visual of how the injury has occurred which makes decision for appropriate management easier and faster.

RICE protocol is the universally accepted protocol for management of injuries on-field. RICE is an acronym for rest, ice, compression and elevation. Another component recently added to this protocol is 'P' standing for prevention. One of

the most common ailments seen on field in Indian athletes is dehydration, early signs of dehydration are minimal such as fatigue and muscle cramps and can be as catastrophic as a hypovolemic shock or a heat stroke. Preventive measures should be taken such as avoiding events in the afternoon when the climatic temperature is hot with less wind speed, having shaded tents for athletes to relax between events and ample supply of ice, water and oral rehydration solutions to reduce core temperature of the athlete and keep them hydrated.

### Implications of Warm Up, Stretching and Cool Down

Warm up is essential before the start of any kind of exercise; it not only has physiological but also psychological benefits. It increases the core and the peripheral tissue temperature thereby increasing the blood flow to the joints and muscles. Psychologically it prepares the athlete for the competition. There are two types of warm up, general warm up which includes calisthenics and jogging and sport specific warm up which includes practice of stroke or jumps etc. required in the event. Time dedicated to warm can avoid injuries



which happen with the movement that the body is not ready to do.

Stretching is one of the only ways an athlete can obtain flexibility, it has an important role in prevention of the injuries as well as enhancement of performance which specifically compose of endurance and flexibility. Current guidelines require an athlete to stretch the major muscles for atleast 15 seconds with a set of 3.

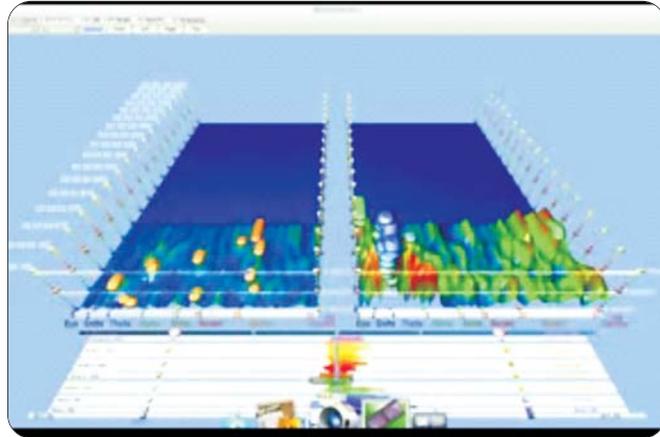
Cool down is one of the components frequently forgotten whilst doing exercises, it is the important to relax the body, reduce the heart rate; it also helps in the early wash out of metabolites and toxins accumulated during exercise within the muscles.

## Recent trends in Sports Medicine in India

### Brain Mapping

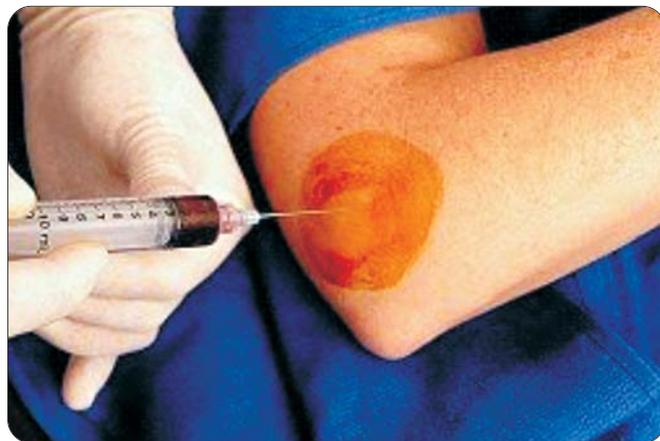
Quantitative Electrical Encephalography (QEEG) gives a medium for neurofeedback of the wave patterns in the brain. The brain emits four types of wave like electrical activity at varied frequencies.

- Delta (0 – 4 Hz) – Sleep, Dreaming
- Theta (4 - 8 Hz) – Creativity, Day dreaming etc.
- Alpha (8 -12 Hz) – Physical and mental relaxation
- Low Beta (12 – 20 Hz) – Focused
- High Beta (20 – 30 Hz) – Anxiety
- Gamma (30 – 44 Hz) - Confusion



Retraining of this brain activity has shown high potential for optimization for performance. It has been shown to improve concentration (archery) and increase balance performances. Elite sportsmen have been shown to have higher rates of alpha activity and low levels of gamma activity when compared to novice volunteers. Neurofeedback to synchronize the brain to alpha waveform can be done using alpha music which consists of music with binaural beats at the alpha frequency.

### Platelet rich Plasma Therapy





Ultrasound guided platelet rich plasma injections have been used and shown remarkable results in tendon and ligament overuse and chronic injuries. Platelet rich plasma injections are volume of the plasma fraction of autologous blood having a platelet concentration above baseline. They help in accelerating the healing and growth process by stimulation of cells with relatively very little adverse effects.

### Future Recommendations

'Sports is medicine', Participation in sports is important not only for the country but also for oneself fitness.





Often enough, we tend to take basic concepts and thinking on most human endeavours and issues for granted. This includes Management and its many hues. Some of the principles and concepts of Management subjects like Marketing, Organizational Behaviour or Human Resource Management would do well to be reignited in our minds and jog our awareness, so as to make our functioning in the workplace more effective and rewarding – both for the organization as also for ourselves. With this in view, through this column, Tapasya brings the thoughts of eminent writers on Management related subjects back on stage, which could remind us of the basic purpose of management – to get the best out of every stakeholder in the business and bring satisfaction in the process through better results for one and all.



(For more on the subject of Pricing Strategy, readers are recommended to read *Marketing*, by Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit published by Tata McGraw Hill, from which the following is excerpted)

## In a Nutshell

### Price Versus Non Price Competition

(Discussing pricing strategies in their book *Marketing*, authors Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit consider the value of competitive pricing as a sustainable strategy.)

In developing a marketing program, management has to decide whether to compete primarily on the basis of price or the nonprice elements of the marketing mix. This choice obviously affects other parts of the firm's marketing program.

#### Price Competition :

A company engages in price competition by regularly offering products priced as low as possible and typically accompanied by few, if any, services. Consumer electronics, computers, and air travel are among the myriad industries characterized by rigorous price competition at the present time. New airlines promoting discount fares have intensified price competition in both the US and Europe recently.

In the retail sector, large discount chains, including Wal-Mart and Kmart, compete largely on the basis of price. Smaller chains, such as Dollar General and Family Dollar Stores, offer so-called deep discounts and thus depend even more on low prices. Deep discounters have been expanding rapidly by "enticing consumers with a wide range of food and household products in clean, well-organized and heavily stocked stores".

Price competition has been spreading to other parts of the world as well. For example, price reductions are becoming more common throughout Europe. This switch in competitive strategy was due to the elimination of various trade barriers and, more recently, the introduction of a common currency, the euro. Some online retailers, both in the US and abroad, have used price competition in their efforts to lure buyers and establish a foothold in the market.



We have discussed how more and more consumers are seeking better value in their purchases. In response, many companies are using what is called value pricing. This form of price competition aims to improve a product's value – that is, the ratio of its benefits to its price and related costs. To implement value pricing, a firm typically i) offers products with lower prices but the same, or perhaps added, and, at the same time, ii) seeks ways to slash expenses so profits do not suffer.

Value also can be improved by introducing a much better product with a somewhat higher price than competing entries. Gillette's m3 Power razor, Intel's Xeon microprocessor chip, and Goodyear's Eagle F1 tire all illustrate this approach. Despite these notable examples, this approach is not commonly used today.

Since the early 1990s, value pricing has been a pivotal marketing strategy in diverse fields, ranging from personal computers to fast food. Consider an example: After trying but then dropping cheaper snack-size items, Taco Bell introduced a Big Bell Value menu featuring larger portions such as extra-beef and double-decker tacos. Equally important, the chain attacked its cost structure, particularly labor costs. Its employees "assemble" tacos and other items from meats and vegetables cooked, sliced, and otherwise prepared by outside suppliers and delivered to the outlets.

Value pricing certainly emphasizes the price elements of the marketing mix. But that's not enough. A top executive of a computer company stated it in this way: "If all you have to offer is price, I don't think it's a successful long-term strategy. Consequently, value pricing depends on creatively combining all elements of the marketing mix in order to maximize benefits in relation to price and other costs.



With a value pricing strategy, products often have to be redesigned to expand benefits and/or pare costs. Relationships with customers have to be strengthened to generate repeat sales. Steps toward this end include frequent-buyer programs, too-free customer service lines, and hassle-free warranties. And advertising has to be revamped to provide more facts and fewer emotional appeals. Finally, firms that desire to stress value need to negotiate aggressively with suppliers. What was said about one deep discounter applies rather well to all firms relying on value pricing "...to sell merchandise at Family Dollar's low price points, you had to first buy at the right price."

*(Excerpted from and recommended for further reading, the 14th Edition published by Tata McGraw Hill Education Pvt. Ltd.)*

There is nothing so useless as doing efficiently that which should not be done at all.

– Peter F. Drucker



# THE WRITING ON THE WALL...

**Luxe car market tipped to grow 70-80% this yr**  
TOI 8 DEC 2011

**As Re crumbles, prices of FMCG & consumer durables shoot up**  
TOI 7 DEC 2011

**Re plunges to 32-month low as dollar demand from banks rises**  
TOI 19 NOV 2011

**Forex Reserves Plunge To 9-Month Low**  
TOI 5 DEC 2011

TOI 7 DEC 2011

**Food inflation at 3-yr low of 6.6%**  
TOI 9 DEC 2011

**Rural growth cushions cos from price rise hit**  
TOI 2 DEC 2011

**India Inc looks out for investment**  
Policy, Operational Hazards At Home Push Companies To Go Overseas  
TOI 25 NOV 2011

**Economy on rough patch: govt**  
Growth Forecast Cut To 7.5%, Fiscal Deficit Target Tough To Meet  
TOI 10 DEC 2011

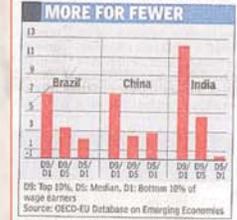
## India's income inequality has doubled in 20 years

TIMES INSIGHT GROUP

New Delhi: Inequality in earnings has doubled in India over the last two decades, making it the worst performer on this count of all emerging economies. The top 10% of wage earners now make 12 times more than the bottom 10%, up from a ratio of six in the 1990s.

Moreover, wages are not smoothly spread out even through the middle of the distribution. The top 10% of earners make almost five times more than the median 10%, but this median 10% makes just 0.4 times more than the bottom 10%.

"The main driver has been an increase in wage inequality between regular wage earners - ie contractual employees hired over a period of time," says the Organisation for Economic Cooperation and Development



In the developed world and emerging economies. "By contrast, inequality in the casual wage sector - workers employed on a day-to-day basis - has remained more stable," the report says.

## Inequality doubles in India in 20 yrs

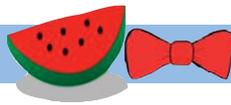
► Continued from Page 1

South Africa is the only emerging economy with worse earnings inequality but it has halved this number since the last decade. "The combination of marked spatial divides, persistently high shares of informal sector jobs and disparities in access to education accounts for much of the widespread variation in earnings from work in the EEs," the report says.

Wage inequality has driven more general income inequality in the country India has got more unequal over the last two decades - India's Gini coefficient, the official measure of income inequality, has gone from 0.32 to 0.38, with 0 being the ideal score. In the early 1990s, income inequality in India was close to that of developed countries; however its performance on inequality has diverged greatly since then, bringing it closer to China on inequality than the developed world.

There is evidence of growing concentration of wealth among the elite. The consumption of the top 20% of households grew at almost 3% per year in the 2000s as compared to 2% in the 1990s, while the growth in consumption of the bottom 20% of households remained unchanged at 1% per year. In comparison, the income of the bottom 20% of households in China grew at double the rate in the 2000s as compared to the 1990s, while the increase for the top 20% of households was much slower. In Brazil, household incomes have been growing faster among the poorest households than among the richest for the last two decades.

India has by far the highest proportion of informal employment, by any national or international measure. "In India... informal employment includes a disproportionate number of women, home-based workers, street sellers and workers subcontracted by firms in the formal sector," the OECD report says.



# Reiki And The Corporate World

Amar Kumar



AMAR KUMAR is a well known Traditional Reiki Master Teacher (highest attainable level-equivalent to Grand Master) and is a registered Medical Practitioner with Indian Board of Alternative Medicine. Reiki Kendra, one of the oldest government recognized Reiki Centers in the country, was set up by him in Kolkata in 1998. Although based out of Kolkata he has been practicing and teaching Reiki for the last several years both in different parts of the country and abroad. Apart from Reiki he is also exposed to other areas of alternate therapies, such as Yoga, Meditation, Pranik Healing, Art of Living, Fire Walking, Past Life Regression, Five Tibetan Rites, Nadi Pran Release amongst others.

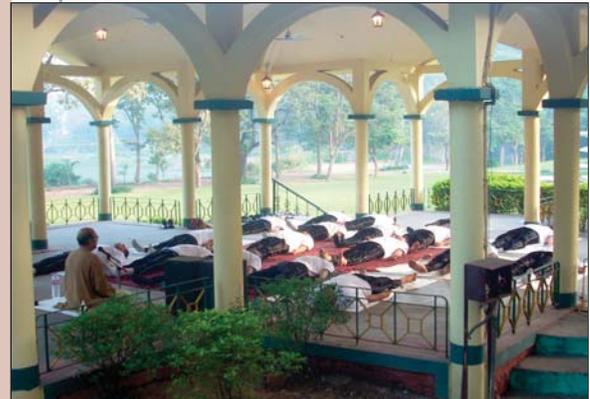
Meditation techniques developed by him, although very simple to follow is very intense and has been very popular. A Mech. Engineer (B.I.T. Ranchi) and MBA (XLRI - Jamshedpur), he opted to pursue Reiki on full time basis after resigning from the post of Senior Vice President in BK Birla group. He has fond memories of his role as Training Manager in Dunlop when it was a multinational co. and subsequently as Co-ordinator of HRD movement in B.K. Birla group of companies and he feels life has again given him an opportunity to train people to live a happy and healthy life with Reiki. Because of his corporate background Amar Kumar understands the stress of the modern day workplace and has conducted numerous workshops for training executives in techniques of Reiki, yoga, meditation, pranayam, music therapy for relaxation etc in companies like TCS, Tata Steel, NHPC, Gloster Jute Mills etc. His services are frequently sought by Rotary Club, Dignity Foundation Sri Aurobindo Institute of Culture, Kolkata ATTN Educational Institution Pvt. Ltd. etc.

His students and client base come from diverse countries. Amar Kumar has been very active in creating awareness about Reiki through his lectures on various platforms and has a desire to leave behind an Institution of Reiki professionals to promote it in its original form.

## Scenario

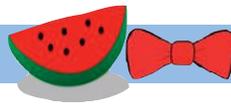
A 38 year old successful vice-president in a multi-national company walks out of his office smiling, he has just closed one of the biggest deals for the year. It did not come easy, it entailed many long hours at work, hectic travel and long meetings to finally win the account. The company has great expectations from him and his team. He looks forward to a big raise and maybe even a promotion. But it was not meant to be. An unexpected heart attack brought his dreams to an abrupt end.

This is not an unusual story. Time and again we hear of high flying executives who succumb to the pressures of their jobs and unhealthy lifestyles. However what we do not hear is the large majority of people who



suffer from work related stress that manifests itself in physical and mental ailments. Reiki can be a solution to creating healthier employee and a happier work force.

*Reiki Kendra has been providing a very effective supportive role in structuring and implementing Wellness Sessions for executives and their spouses covering Reiki, Yoga, Meditation, Pranayam, Relaxation Exercises etc. and the same has been found to be of great value to the participants.*



Corporate executives today work under tremendous pressure. The intensely competitive environment, long hours, urban commute and deadlines don't make it any easier. Opportunities are available, compensation packages are growing and with it the desire to earn more and achieve more is also growing. Technology, although a boon in facilitating communication, can also mean a 24x7 work day. It is a tough world. The hectic work schedule and the stress of modern life style weighs down and creates an inner imbalance.

Professionals in the age group of 25 - 30 years, can usually cope up with the



strain, as they are younger and with less responsibilities on the home front. But as they step into the 30 plus age group, a large number of them, start suffering from chronic fatigue syndrome (CFS). There are many examples of employees, who have done extremely well in early stages of their career, and are no longer capable of carrying out greater responsibilities efficiently. It is common to hear of the "burn out" syndrome. It can affect some of the best people. The symptoms can range from crippling anxiety to low self-confidence, low self-esteem, depression, angry outbursts, lack of clarity & focus, insomnia etc.. It is not just mental issues, the problem has physical manifestations also. Carpal tunnel syndrome resulting into back pain, wrist pain, neck pain, headache, vision problems etc are common complaints in IT industry.

All this starts reflecting as health



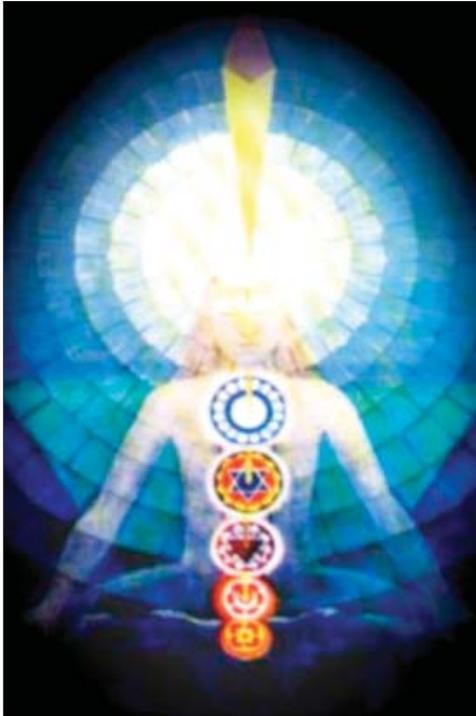
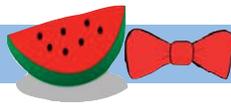
problems, appearing in the forms of high blood pressure, diabetes, heart problem, cholesterol, sleep – disorder, depression, nagging pain etc. An ominous sign is the early age death rate which has increased alarmingly amongst senior executives. In India almost Rs. 2000 crores is annually spent on cardiac surgery of executives. It is almost half of the money spent for whole of the country. This is just one of the statistics that tell the story.

**All leading to lower performance.**

The corporate world is quite aware of the evident adverse trends, and is increasingly making an effort to help its people. One of the many ways is by training the executives to cope with trying situations. There are companies which provide yoga, art of living, meditation or gym training facilities for their workforce. And now the corporate world has also started looking at Reiki as an effective and extremely convenient tool in the hands of executives to keep themselves healthy, energised, stress-free with a positive outlook. This also helps in developing better inter-personal relationship both within the company and at home.

**Reiki is convenient to practice**

Reiki is a harmless therapy that requires no specialised skill and no intake of drugs, but is extremely effective and with a wide range of application. Reiki means life energy – which creates and sustains life. For any reason if level of energy in us is low, or flow of energy is inadequate or obstructed we feel diseased. In a two day Reiki workshop 'chakras' on aura – invisible energy body surrounding our physical body, are activated by the Reiki Master to facilitate an increased flow of energy in us, which can be sensed by the participants-palms become warm and full of vibration and become healing hands. Once empowered in the Reiki workshop, this capability to channelize higher amount of energy remains for life. Just byplacing them on the diseased



parts of our own body one can do self treatment and similarly treat others by placing hands on their bodies.

Generally executives exposed to so many alternate therapies, find it difficult to apply the same in their daily routine, due to paucity of time and conditions attached with the therapy. Unlike other alternate therapies Reiki is totally unconditional. One can practice it at any time and for short duration of even ten minutes, empty stomach or after eating, lying in bed, sitting on a chair or standing, before or after bath etc. It is so convenient that it can be practiced even on a flight or while watching TV. While it is simple to practice Reiki daily, it is very effective and is holistic. It heals the



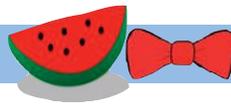
diseases at physical and mental level, reduces dependence on medication, energises & vitalises, brings attitudinal changes, improves concentration & memory and reduces the stress level. Even in case of acute problems e.g. cuts, burn, headache, stomach upset etc. Reiki can quickly bring so much relief.

### Corporate Reiki Benefits

- \* Reduction in stress level and positive attitude
- \* Higher concentration , focus and mental clarity
- \* Higher energy level and relief from fatigue
- \* Rejuvenating sleep
- \* Relief from diseases, pain etc
- \* No more depression
- \* Calmness & inner happiness
- \* Gradual reduction in medication
- \* Higher morale and better attendance
- \* Improved contribution and better team spirit, etc.

Executive health needs to be nourished. Enlightened management invest into executive-health for overall long





term benefits. A healthy employee is a more productive employee. A positive work environment fosters loyalty, lowers the rate of absenteeism, improves morale and can help attract and retain the right talent. Some corporate houses have experimented and found Reiki training given to spouses along with the executives, has brought positive impact on the overall performance due to lower home conflicts. There are also management institutes planning to include Reiki training in the curriculum – to equip future executives with a dependable tool to manage their lives.

It is time to experiment with this extraordinary healing art. World over Reiki is rapidly being recognised and accepted due to its merit. Though very simple to learn and practice, Reiki has intense healing effect with a wide range of application. Daily practice of Reiki easily fits in to busy life of employees and is ideal to combat stress and lead a healthy, happy and balanced life.

### **Adopt Reiki in your life and be happy**

#### **Note :**

In the last monsoon 2011 issue of Tapasya I had covered basic concepts about Reiki in the article “Reiki: Key To Health And Happiness”. It is recommended to new readers to read that article for deeper understanding.

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The whole problem with the world is that fools and fanatics are always so certain of themselves, but wiser people so full of doubts.

- Bertrand Russell (1872 - 1970)



## World Education Congress Asia takes note of Indira Group's strong presence and performance in the Higher Education Space

The World Education Congress Asia Awards were held in Mumbai on 24 September, 2011 and Indira Group predictably made a splash with three important Awards that signaled the arrival of Indira on the international scene.

Spirit Of Entrepreneur Award – Dr. Tarita Shankar - Chairperson IGI

Best Educational Institute In Management – Indira Group of Institutes.

Education Institute With Best Infrastructure Award – Indira Group of Institutes



Way To Go, Indira ! Winning Awards And Winning Hearts Across India And Abroad ! Year After Year...!

## Indira Global Business School Marketing Workshops / Seminars

The archetype of business education is peer learning and additional industry interactions. Today's business students have the potential to transform tomorrow's corporate, political and social scenario. Indira Global Business School organized a multitude of events ranging from leadership lectures to business and fun events.

In light of the advanced knowledge economy, a full day workshop on retail was conducted by Mr. Sohail Shaikh of Meezan Management Consultants. It was basically designed for the third semester students of Indira Global Business School pursuing their

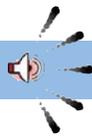
specialization in marketing. The workshop covered key aspects, opportunities and challenges of retail marketing. Students were provided case studies to investigate and understand how the product and presentation strategies are interlinked with effective retail marketing.

Indira Group of Institutes is committed to conducting more such workshops and which will continue to be a major part of management education for IGBS family. Complementing this ideology, a five day workshop on "Sales and Selling Techniques" was conducted by NIS Sparta at Indira Global Business School.

Participants learned each step of the sales process through role plays. Select videos were screened for them to help grasp the nitty-gritties of sales process. The videos covered subjects such as how to clinch a deal, master emotions, manage workplace stress, etc.

Students were taken through the paces of body language and how to interpret different postures and gestures, improve communication, diction and pronunciation. There was an element of fun added to the workshop through some indoor and outdoor management games.





### 3DM classroom, the new way to teach engineering

## Indira college of Engineering and Management implements Gen-Next education in collaboration with Adroitec Engg For U



Indira college of Engineering and Management a part of the Indira Group of Institutes (IGI), well-known for its continuous quest towards implementing innovative technological tools and employing the best resources, to make learning interesting & effective, becomes the first engineering college in Maharashtra to have signed an MOU with Adroitec Engineering For U (EFU) to implement 3DM Classroom, an innovative and illustrative visual-rich teaching aid at its Parandwadi campus, Pune. The MOU covers the implementation and joint development of additional subject as per Pune University syllabus

The quality of teaching plays a critical role in the emergence of our country as a global knowledge leader and hoping to assist in the same Adroitec Engineering For U Pvt Ltd, a pioneer in 3DM Concepts and its applications for Engineering Education and Industry, have developed the 3DM Classroom tool.

3DM Classroom is available for all branches of Engineering Education, for accelerated learning with 3D animations of real-life applications and industry practices, carefully crafted and embedded into the syllabus. 3DM Classroom assures the teacher with the base content coupled with large number of 3D visuals to adapt in his lecture thus assisting the students towards getting "Industry-Ready".

Speaking on the occasion, Prof. Chetan Wakalkar, Group Director – IGI and Dr. S.M. Nabi, Managing Director of EFU reiterated that 3DM will revolutionize the classroom teaching and is a path breaking teaching aid for the faculty. The principles of engineering are explained with practical and industrial examples using simulated models on the screen, facilitating clear understanding and easy grasp of the subjects and thus turning the classroom more participative and enjoyable

This technology-enabled education is considered a promising solution for capacity-building of vital high-quality resources and bridging the gap between Industry practice and Classroom learning by bringing the industry virtually to the classroom. This 3DM Classroom facilitates in changing the Landscape of Education by fostering Diversity in Education and thereby bringing about qualitative transformation in engineering education to meet present and future needs. 3DM technology thus not only would help building excellence in the Engineering Educational system to meet the knowledge challenges of the 21st century, but also has the potential to be an agent of social change with its promise to generate industry-ready youth of higher order productivity commensurate with the needs of the 21st century globalized world.



# Indira College of Engineering & Management (ICEM)

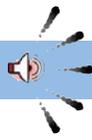
Indira Leadership Series (ILS) event was hosted by ICEM-MBA in Oct 2011. The students from ICEM, IIMP, IGBS & IICS campus participated in the event. Mr Anand Tendolkar & Dr Meera Kotak, The Energy Centre, Mumbai were the speakers. They conducted a session on "Transformational Leadership".



ICEM -MBA Students celebrated Talentine in Oct 2011. The full day event was organised by students which included dance, singing, mad-ad & other competitions. Prizes were distributed at the hands of Principal Dr R.V. Kulkarni & Vice-Principal - Dr Deo.

ICEM- MCA Dept coordinated the Workshop on Cyber Security & Ethical Hacking workshop by Mr. Satish Singh; Mr. Sudhir Apte; and Mr. Sanjiv (all from Appin Technology Lab) was for 2 hours in which the speakers not only covered the important topics for cyber security & Ethical Hacking but also gave valuable instructions for their importance. They also explained each topic in detail with the simple examples. All the MCA students attended the Workshop. Workshop was conducted on 9th Sept. 2011.





## Indira IT Technovation Summit 2011



*Life time achievement award to Commodore Anand Khandekar*

Indira Institute of Management (MCA), Pune in association with University of Pune and Computer Society of India organized a National Conference on September 29 at the Dhruva Auditorium.

The summit was telecast live for the students in the classroom since the response was more than the auditorium capacity.

Topics such as Cloud Computing, Mobile Computing, eSecurity, Social Networking, Software Testing , KPO had been covered in the summit.

Indira group of institutes has the tradition of awarding the individuals for their outstanding contribution towards the growth of IT in the country which they achieved through dedication and commitment towards respective organization. The chief guest of the summit was Mr. Shekhar Potnis, Associate Vice President & Head of Pune Development Centre, Infosys who believed in job giving rather than job seeking. The Guest of honor was Mr. Suresh Katta, founder of Saama Technologies, who spoke about innovation.



*Mr Anupam Arun receiving the award*



*Award winners at the IT Summit*



## Indira Institute Of Management Pune (IIMP)

### Indira Leadership Series 2011

30th August 2011

**How to be your own ADVOCATE, building confidence and competence**

By

**Nina E. Woodard, SPHR, GPHR, President & Chief "N" Sights Officer**

**Nina E. Woodard & Associates, a division of NDPendence, Inc.**

Prior to founding Nina E. Woodard & Associates, Ms. Woodard served as the Executive Director for Strategic Human Resource Management India Pvt. Ltd. a wholly owned subsidiary of Society for Human Resource Management (SHRM) US. In that role she assisted in building the new business entity in India and to provide support for Business Development and Marketing efforts. Prior to her position with SHRM India, Nina served as the Managing Director of Aradhanaa Human Resources Consultancy Pvt. Ltd. her own Indian based company founded in June 2002. She serves as a member of the advisory team for World HR Congress and Asia Pacific HR Congress.

300 students from the entire group Institutes attended

the workshop. The focus of her session was on "Knowing more about yourself is the basis of your learning and growth experience." She conducted an exercise which made the participants do a Self-Perception Check and the outcome was the information about one's communication style based on self-perception. Ms. Nina Woodard also talked about "What makes the difference for an individual is how familiar they become with self and how self-disciplined they become to use their strengths of communication to be flexible and adapt INSIGHT and UNDERSTANDING about other styles.....to enhance the COMMUNICATION experience." Every participant, was asked to do a SWOT using the learning styles and communication styles assessment, identify at least one strength and the evidence that confirms it is a strength, one weakness and how you know it is a weakness, one Opportunity and what actions you will take to capitalize on it and how you plan to overcome the threats.

Certificates were awarded to all the participants at the end of the session.

