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Business Plan

Intellectual Property Rights in Sports and creating the ASTYG league

Master in Business Administration

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Sports Management and Marketing

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List of Abbreviations

ASTYG	A Staircase To Your Goal
IPR	Intellectual Property Rights
IPL	Indian Premier League
ISL	Indian Super League
CSL	Chinese Super League
AIFF	All India Football Federation
AFC	Asian Football Confederation
WIFA	Western Indian Football Association
MDFA	Mumbai District Football Association
NJR 5	Neymar Junior 5's
IFT	Indian Football Tour
STAIRS	Society for transformation, Inclusion and Recognition through Sports.
SAI	Sports Authority of India
I League	Indian League
MLS	Major League Soccer
KIYG	Khelo India Youth Games
AFC	Asian Football Championship
IOT	India on Track
NGO	Non Government Organizations
RFYS	Reliance Foundation Youth Sports
EPL	English Premier League

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Executive Summary

Sports today plays an important role in a country's pride as a country's achievements in sports are a matter of national pride (Philoneist Blog, 2019). India is a country with the second highest population of around 1.3 billion people but still falls short in sports. For example, they rank 104th in the world for football and since their first participation in the 1900 Paris Olympics, they have won only 28 medals. Which means they have won 28 medals in 120 years of Olympics participation (Olympic Channel Writer, 2019). The bridge also states that 47% of the presidents in Indian sports federations are politicians (Team Bridge, 2018). India is still a growing economy in the sports world in comparison to other countries. My main aim is to study the sports Industry in India and the IPR's to find out the flaws and loopholes because of which many youth face issues in following their dreams and this directly affects the development of the country.

In addition to this, I will bring in my business plan which will be protected by an IPR and also cover the loopholes in order to improve and develop Indian sports and mainly football in the country. The concept of this business plan is to create a league which will act as a platform for young athletes in India. This league will be held on a very large scale in various states in India where athletes will be selected based on their talent and not by other illegal or partial methods.

The main goal is to give the right guidance to development of football at grassroot level so it is possible to nurture them the right way. There are currently many tournaments happening in India for all sports but many of the deserving athletes do not get the right push or opportunity to turn that talent into a career. Young players with parents that have money or the right contacts, often don't need to struggle to achieve something that the other athletes strive for and dream of. Not only tournaments are a barrier, but many other problems such as transportation, infrastructure, and funding add up to this issue.

Now as politics in the country grows year by year and simultaneously grows in the sports industry as well, the development of sports in India is hampered even more. A way of helping these deserving athletes with minimum help from the government is to create a proper planned league with the help of other IPR's and the government to guide them to achieve their goal. A proper

platform which is protected by an IPR will not be able to be misused by the politicians or businessmen in India because in India, the people who run football are politicians, not professionals (Geddes, 2004).

1. Business Overview

The business that I want to propose is something that I would have wanted a few years ago when I was a young player in the sports industry. Being a former professional player and looking at the unfair means of the game has motivated me to create a business plan which can help change the way of sports in India.

Problem:

Indian sports are facing quite a few problems that lead to their downfall. The main problem that I would like to highlight is that there are not enough and equal opportunities provided to young athletes in different sports in India. This automatically then leads to the Indian team in different sports not performing on the same level as other countries. India has been a part of most sports that exist today but still fails to achieve their pride in many sports like Football, Basketball and at the Olympics as mentioned above.

Even though with the help of professional leagues like the ISL and the I-League getting bigger in India, not many Indians want to take up football as a profession. Unlike the sport of hockey in India, footballers do not get settled jobs or any help from the football government to acquire a job. "There are so many ex Indian footballers who are doing nothing, they say that the federation didn't give them any help. 90% of youngsters don't want to become professional footballers and instead take up jobs in order to get a stable source of income. Only the players who are the best of the best, those who are very focused and have a very headstrong mindset, go and end up playing for these professional teams. After retirement, if they are lucky and if they have studied, they can get jobs but if they haven't studied and they are from a very average middle class background, they're over"(Anonymous Interview 1, 2021).

One of the main reasons for this is the politics running in the sports industry of the country which affects various sectors of the industry and these sectors which are affected come together and damage the whole sports industry leaving the country and its people's pride and economy majorly affected. The politics in sports increased at the same time when people's interest in sports increased (Philoneist Blog, 2019). In addition to the politics, another problem is the nepotism that is running in the sports industry in India. For ex, Indian Cycling Federation is run by Parminder Singh Dindsa and his son Sukhdev Singh Dindsa runs the Punjab Olympics Council (Saraf, n.d)

Another major problem in the sports world is none other than money laundering. For example the disaster that took place during the commonwealth games which were held in India. The commonwealth games

took place in Delhi, The total sum of money that was used for the commonwealth games was 400 million dollars which is 11 times more than what was decided on the budget. Even though the money was spent, it created a disaster as the facilities had started to fall apart even before the athletes had arrived. A bridge that was completed just days before the games had collapsed, leakages at facilities and also stadiums being incomplete (Saraf, n.d). Athletes were forced to shift from their booked rooms and were given shabby, unhygienic rooms to live in (Philoneist Blog, 2019).

Countries bid for the chance of hosting mega events like the commonwealth games. These types of mega events are short term events with long term consequences which aim clearly towards the change in political, economical, social and cultural aspects of the country (Baum & Lockstone-binney, 2007). But even though India got this opportunity to organize a mega event, it shamed the country in various ways with the collapsing of the bridge 12 days before the event (The Economic Times, 2010).

The problem is that higher investments and importance is given to Cricket in India. For example, The Indian Premier League which was formed in the year 2008 has been accommodating foreign cricket players for the past 12 years and due to the vast investments in cricket and the involvement of businessmen in the sport, the sport has been thriving while giving less opportunity and attention to other sports. During their stay, the foreign players along with the Indian players are given the most luxurious hotels and resorts that range from 30000 to 75000 Indian rupees a night (Bindiya, 2020). Whereas on the other hand, foreign football players who come to India are not treated the same way. For example, Johnny Acosta, a Costa Rican football player who has been a part of the FIFA World cup was not paid his wages for playing in the Indian League. To top it all, he was also forced out of his apartment in Kolkata and did not receive any help even to get back to Costa Rica (Basu, 2020).

And lastly, the problem of unequal opportunities for boys and girls in the country. Most of the sports in India are dominated by men, the country supports it while the game is being played by men but there are no interests shown when women participate in it. For example, the Indian Under-19 men's cricket team returned from the U-19 cricket world cup and received 30 lakh rupees each, even the support staff received 20 lakh rupees each. But when the Indian women's team returned to India after losing at the world cup finals to Australia, along with no cash reward, they also did not receive any recognition for their efforts, no media coverage or fans at the airport (The Bridge desk, 2020). Indian women are also denied the opportunities to participate in sports due to various factors like early marriage, poor education and lack of freedom (Rodrigues, 2019).

Solution:

A solution that can have a major impact on Indian sport once and for all is to have former athletes in the governing body of sports in India instead of having politicians as they will have a much better understanding of the game, how it works and what changes are actually required to succeed in the nation. Even Geoff Schoenberg, a research fellow at Australia's Deakin University, whose post doctoral work is specifically focused on Sports Governance in India says that former sportspersons and professionals rather than politicians and bureaucrats should drive Indian sports federations if the country's standards are to improve (The Statesmen, 2018).

Schoenberg also states that bringing in professionalisation in the Indian sports industry is key to increase sports to new levels. With the help of professionalism, staff could carry on with their operational roles and the main executive committee can work on their long term vision to improve sports (The Statesmen, 2018).

Even though this problem is the key factor to improve the sports industry, there is another solution which can help boost the sports industry in India and mainly in football. Football in India has been professionally present for the past 150 years and now due to the introduction of the Indian Super league in the year 2014, the growth of football in India has increased splendidly (Chakraborty, 2020). But not all Indians receive the opportunity to convert their talent or dream into a profession. So a solution is to have equal opportunities for boys and girls to showcase their talents and get selected. In addition to this, even underprivileged kids should get the same opportunities as the rest of the nation's youth. Not all athletes are born in a privileged household.

One of the measures taken for this solution was done by Siddhartha Upadhyay who is a member of the Sports Authority of India. He formed the Society for transformation, Inclusion and Recognition through Sports (STAIRS) in the year 2000 before being a member of SAI. This program helps a lot of underprivileged kids through sports as they have a platform to perform and show their talents (Business wire, 2017).

Business Overview:

The business plan is to build an amateur or semi professional 11 a side football league which will be organized at different cities in India. The main purpose of the tournament is to have scouts from different teams and associations present during the league so they can look for players that meet their standards and accordingly scout them. The league will also be broadcasted live on YouTube so that coaches and other members of associations can view it if not present at the venue. As the league will not be a professional league, it will not even have any professional players involved

and so all the players who want to be professionals one day can be a part of this league where they can be contacted directly by a club/ scout.

The league will also be protected by an IPR to prevent it from being used in a false manner by another person who changes the rules of the league and organizes it for different purposes. Although the chance of getting approached by a professional cannot be guaranteed, it still gives youth a hope to perform and try to achieve their goal by playing this league.

Value Proposition:

As mentioned about the business, the main purpose of the league is to help Indian football grow by scouting players at a young age so they can be nurtured by a club which is something that the leagues in India don't offer. Today, a way of getting young kids involved in sports is by starting an academy but not all academies are offering the right support and training for an athlete to achieve his/ her goal.

This league will also be organized in multiple cities in India which will then reduce the travelling for many of the players as travelling is a very big issue for young athletes today as they need to have permission from their parents, money and also their parents time to travel with them. But as the league will be organized in different cities, it eliminates the above mentioned problems.

Partnering with professional clubs, WIFA and the AIFF will help youngsters with an opportunity to get selected. With these associations and their clubs in the loop, they can scout a player who they feel has potential and can be nurtured under them in the right direction.

Currently, there are many kinds of companies that have investments in football for different purposes. Along with these companies, there are businessmen and celebrities who want to be a part of the Indian football industry. The biggest football league in India which is the ISL has celebrity owners like Ranbir Kapoor, John Abraham and even legendary cricketers like Saurav Ganguly investing and purchasing teams (Talwar, 2020) (D'cunha, 2019).

With the help of the idea of this business we will be targeting celebrities, companies and associations to be a part of the small change in Indian football.

Motivation for the business

While I was a young professional football player in India, I faced some issues personally which have directly affected me to change my profession and also motivated me to create this business plan which can provide something that I did not have as a young athlete. Even though I will not be able to completely

eradicate the problem in the sports industry, the business plan can serve as a pathway for young athletes.

The business that I want to propose, if run in a specific manner, will not only motivate young athletes in India but will contribute to making a path to which young footballers can be guided towards their goal and make good use of their talents. This business will help athletes but along with helping them, it also helps clubs to get a player without having to scout too much. The club also gets a chance to scout a player at a young age and have enough time to train them before they reach their 20's.

In the process of guiding young athletes and helping clubs, the country also gets a chance to select its best players for their team at different ages from these professional clubs. This means that equal opportunities are provided to everyone and the country gets to perform in a better way at an international level as youngsters with potential are properly trained at a very young age so that they can later perform better against other countries

Another reason for the actual motivation for me to propose this business is the difference that Intellectual property rights brings into the sector.

Uniqueness of the Idea:

The uniqueness of the Idea is that there are currently many leagues in India but they do not all provide equal opportunities for everyone. For example there is the Adidas creators premier league that is organized in multiple cities in the country and also has celebrities and companies involved in the league, they also have opportunities for girls to play and also the league is broadcasted but they do not have equal opportunities for all as they have a high entry fee for each player which is something that cannot be financed by underprivileged kids (Agnihotri, 2019).

There is another tournament that is called the Redbull Neymar Jr five's which is organized by Redbull in collaboration with Neymar and organized in every country including India. This tournament is organized in different cities in India where everyone gets an equal opportunity but the tournament is a five a side tournament and ends with the winning team representing their country in Brazil (Redbull, n.d). Even though this league offers exposure to players, it still does not fulfil the purpose as this tournament is a five a side tournament, it does not help the country and its clubs in getting players for their team as professional football in India is played in an eleven a side format. This tournament also does not offer players the opportunity to go ahead or be professional players after winning the tournament as they just go back to their normal life.

But with the business plan of playing the tournament and then getting a chance to get selected by other clubs is a unique factor for youngsters as they get to convert their talent to a profession and also it is beneficial for clubs as

they can look at players playing in an eleven a side format instead of a five a side format which makes it difficult for scouts to understand the game style of a player.

Both the Adidas and Redbull tournaments that are organized in India don't have all the opportunities and guidance that the business plan is offering to young athletes, clubs, associations and the country.

Vision:

To create and develop a platform for young athletes to showcase their talent without having to face any difficulties in terms of age, gender and race.

Mission:

To be recognized by the people and the government as a platform for youth football.

Core Values:

Impartiality, Gender equality, Commitment and Dedication.

2. Market Research and Analysis

The Intellectual property rights law was invented back in 1623 to protect a person's creation so he could use it the way he wanted (Williams, n.d). Intellectual property rights are the rights given to a person for their creation. This is mostly a way of giving exclusive rights to the creator to use his/ her creation for a certain period of time. (WTO, n.d). The World Intellectual Property Organization, an agency of the United Nations along with many treaties promulgated by the World Trade Organization ensures the protection of the rights all over the world. Guarding these rights are vital for the development of technology and innovation in a particular field (Rozario, 2019).

Likewise, the modern sports industry depends on and cannot exist without IP rights (GIPC, n.d). Today sports is not just a career or passion, it has become a huge opportunity for business (Kalamadi, 2012). While not everyone takes this opportunity to build something which they can use to make a living, the people who do, mostly make it large. Currently there are a million different IPR's in the world of sport but is every IP created to help a cause? For example, there are famous athletes like Usain Bolt and Michael Jordan that have patented their famous poses (WIPO, n.d), but this patent was created for an opportunity to have other sources of income for the famous athletes. It has become a style symbol which people now have to pay for in order to use it. The celebrities have image or personality rights to prevent unauthorized use of their names, likeness or other personal attributes. Most of these athletes have a very limited period of time where they have their primary earning years, and this is a way to capitalize on their fame and maximize their earnings during their playing career (Depta, 2015). These trademarks are protected by entry on a national trademark register (WIPO, n.d).

Similarly, there are various sports clubs in the world like Manchester United, Barcelona, New York Yankees which have capitalized by using the IP rights (Kalamadi, 2012). There are few clubs that have used this opportunity to create an IP which profits them, creates a huge fan base and also pleases fans by running a football team based out of their own city. Now as the world treats sports in such a top manner, India which is a developing country in sports launched an IPR called the Indian Premier League. Like top football clubs in Europe, India created and used the same ideology and made the cities happy with a team which they could support in the sport of cricket. Football is huge in Europe, but likewise in India, cricket is a star game, and

without much exaggeration, it could be stated that the people of India breathe cricket (Roy, n.d).

The IPL is a similar concept to that of the EPL but the small difference is that it creates opportunities for young Indian cricketers. The concept of IPL being a league which has a rule of having a majority of Indian players and only a maximum of 4 foreign players playing in each team. This rule not only allows a spotlight for young cricketers to showcase their talent but also helps the India cricket team to scout for their future stars. It has turned out to be the perfect blend of sports and entertainment for the cricket enthusiasts (Roy, n.d). The Indian Premier League was the most attended cricket league in the world and also the first ever sporting event in the world to be broadcasted on YouTube (Rai, 2020).

Another similar kind of IP right that unlike the others are not meant completely for profit was launched worldwide including India. The famous Neymar Jr Five's which was launched by Red Bull in Collaboration with the footballer Neymar Jr. This famous association which then got an IPR on its name is a tournament in which there are over 400,000 players from over 75 countries participating (Majendie, 2020). This tournament is not only getting countries involved but also allows young boys and girls below the age of 25 to showcase their talent in their respective cities, states and finally prove themselves in their countries and represent their country against other countries at the Neymar Jr Five's final in Brazil. This tournament consists of a little twist in the format which is different from the traditional football sport.

Redbull Neymar Jr Five's also named India as one of the countries that could participate and the tournament was held in 14 cities across the country where Hyderabad sporting Fc were crowned champions among 2000 teams in India and they further went on to represent India at the world finals held in Brazil (Redbull staff, 2018). This IPR was created mostly in a way to help out young and energetic players over the globe where these players don't face any kind of obstructions in terms of race, gender, caste etc. The tournament is one of the first tournaments in the world where a group of friends can enroll their own team in the league and go all the way to Brazil just on the level of their game without spending any money.

Moving on with this information, the target is to organize a league which would be protected by an IPR so that it could one day help the nation to be a powerhouse in football and other sports. The Indian football team ranked

171st in the world in the year 2014 and they were behind Montserrat, an island in the Caribbean with a population of 4900 (as of 2012). This was because of the ineffective grassroots initiatives, a football culture and lack of infrastructure to accommodate youth development (Sarma, 2017).

India's current and biggest football event is the Indian Super League that was formed in the year 2013. It had its first season in the year 2014 with 8 teams and superstars like Robert Pires, Freddie Ljungberg, Luis Garcia and Alessandro Del Piero in different teams (Peter, 2021). The ISL was formed with the view to make football a top sport in the country and increase the level of football in the country (Sarma, 2017). The ISL conducted its first season with 8 teams and 14 matches for each team, they currently have 11 teams participating and their mission is to provide an entertaining and high quality football league that engages hundreds of millions of fans, drives improvement in playing standards and delivers value for all partners (Indian Super League website, n.d).

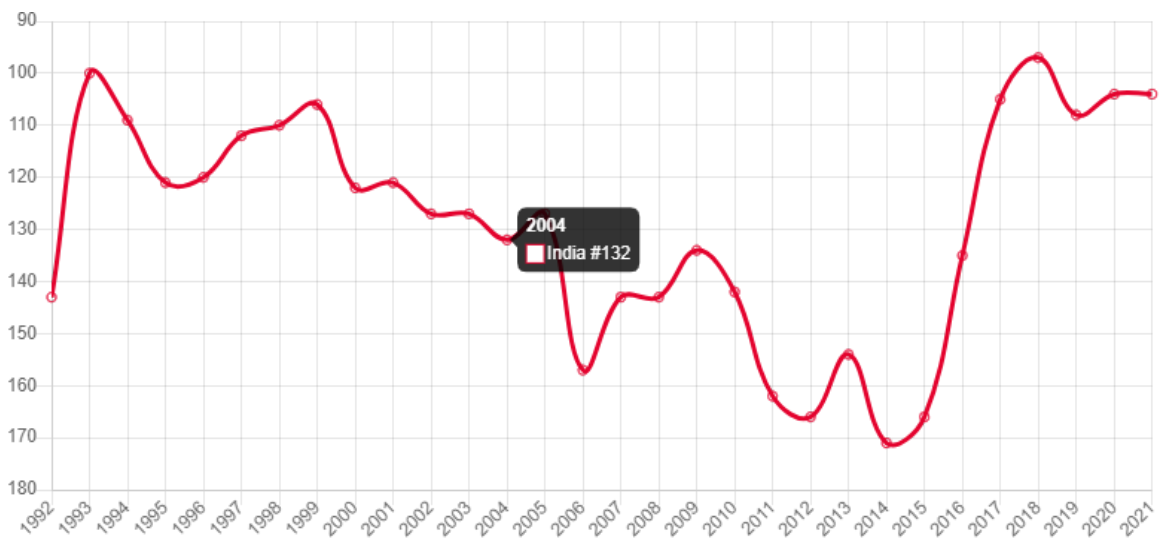


Figure 2.1. (FIFA Website, as of 2021)

As shown in figure 1, the level of professional football has increased since the year 2014 because of the Indian Super League. India stands 104th in the world of football as of 2021 and since the start of the ISL in the year 2014, their position in the world of football has only gone up from 171st to 104th in the world. With the help of infrastructural development, outsourced players and collaborations with premier league and La Liga teams as well which has

made young football players play and practice alongside successful players and reputed coaches (Quigley, n.d).

The Indian Super League and the I-League are the two professional football leagues in the country with players from all around the world. The teams in these leagues have also taken steps in order to improve Indian football in different ways. As mentioned earlier, the partnership between clubs from Europe is one of the steps. For example, FC Goa tied up with Redbull Leipzig, Mumbai City FC tied up with Manchester City FC, Atletico de Kolkata tied up with Atletico Madrid and similarly many other teams have their tie ups to outsource better football in the country by means of players, investment, professionalism, youth football etc (Goal website, 2021). Atletico de Kolkata also organized a pre-season football camp in Spain. All of these efforts paid off as Atletico de Kolkata emerged winners of the ISL in the same year (Peter, 2018).

In the year 2018, the AIFF and the AFC announced that there would be a new five licensing criteria which all Indian teams would need to fulfill. One of them being the need to have an U-13, U-15 and U-18 youth team with a minimum of twenty players in each team (Easwar, 2020). This was another way, along with collaborations, to improve football in the country. In order to complete this mission, teams formed youth teams and training academies to train kids with potential for the future. Hyderabad FC announced a two year partnership with Borussia Dortmund with a plan of enhancing Indian football at the grassroots level (Sudarshan, 2020). Kibu Vicuna, the coach of the Kerala Blasters FC said that in India, we have to work better in the long term future. In football, if you want to create good players and you want to develop the sport in the country, you have to work in the long term and that is why the most important thing to do now is to have patience (Indian Super League website, 2020).

As India strives to develop in football in various ways, the same is being done by the neighboring country China, who wants to become a global football powerhouse by the year 2050 (BBC Website, 2016). While ISL are purchasing players who are far from their prime, the teams in the CSL have been purchasing top class European players like Oscar, Hulk, Ramires etc. These players moved to China as they found themselves to be financially secure in the CSL (Lucas, 2019). In addition to getting global football stars to the country, President Xi Jinping had a personal interest in hosting a FIFA world cup (Wragg, 2018).

The President's intention was to become a soccer powerhouse and for that he had to develop the CSL into one of the best football leagues in the world. In the year 2015, Xi's government unveiled a plan to address his three wishes which were to develop young soccer talent, improve the Chinese national team and to get recognition at the world cup. This plan included activities like increasing the number of elementary and middle school soccer programs to 50000 by the year 2025 (Sapp, 2019). The plan also had the construction of 20000 football training centres, 70000 more pitches, 10000 more coaches and 50 million Chinese people playing football by the year 2020 (Connell, 2017). The current plan was formulated in the year 2016 when China ranked 82nd in the world and currently as of 2021, China are 75th in the world which means that the investments of buying players have improved the quality of football in the country (FIFA Website, as of 2021).

The addition of foreign players was only done to improve the caliber of the game and get more people to support the game as it helped improve the number of fans in the stadiums as supporters wanted to watch star players from Europe. The number of fans in the stadium increased to twenty four thousand on an average and to forty thousand for the top teams like Guangzhou Evergrande and Beijing Guoan. The Chinese league became competitive which then helped Guangzhou Evergrande to win the Asian champions league in the year 2013 and 2015. This competition was dominated by South Korean and Japanese clubs until 2013 where the Chinese team won for the first time. The winners of the Asian champions leagues get a spot to perform at the FIFA club world cup which is a global competition with the best teams from Europe and around the world. In that competition, Guangzhou Evergrande played against Real Madrid before a huge audience in the year 2015 and this was a great achievement and resulted in the national team's success (Connell, 2017).

Some other measures taken by the Chinese government were also to bring professional clubs into the country and allow them to start academies for kids in China. In an interview I had with La Liga's senior specialist of football projects, he said that La Liga were in direct partnership with the Chinese government and were allowed to open soccer schools for young kids and teach them football. Apart from that he also says that along with getting in foreign clubs they are also creating more awareness of football by giving the public television channels like La Liga tv, Bundesliga tv and six alike channels for free. With this, the Chinese public are getting to watch the best level of football (Vazquez Interview, 2021).

Just as the Chinese football team improved at a national level, India needs the same. In an Interview with the former India Under 20 coach, he says that, “Now as the quality of football in India has increased by having better training, better infrastructure, better players from outside the country and better coaches, the Indian youth playing the league automatically step up and improve their game. This, in return, helps when they play against other countries. Now for the past years, the Indian team has been playing teams like Bangladesh but now they have to play against better teams from Asia, teams like Qatar, Korea, UAE, Iran etc in order to improve. Now for example, FC Goa will be participating in the AFC for the first time against teams from Japan, Korea etc. They will probably lose but they will get the exposure and eventually get better which in turn will help Indian football indirectly” (Pinto Interview, 2021).

Even though China has not exactly reached their goal, they have still improved their level of football and the recognition of football in the country as many European clubs like Manchester United visited China for pre season tours because of the massive fan population (Connell, 2017). As this is just a small part of improving football in the present, their main goal is the future where they have a master plan of teaching football to young children in elementary schools (Moir & Magazine, 2017).

In an Interview, Beijing Guoan’s development guru Tom Byer said “You can hire and fire the best coaches in the world, but you can’t hire or fire the parents or the culture you need for success. You can’t buy success at national level, you can at club level. The reality for China is that you can bring the best coaches, but I have my doubts whether it will be successful because the player pool is so tiny at elite level and that’s where they are going wrong” He also quoted “Football starts at home, these countries that are spending millions all have their ladders on the wrong side of the wall. It has little to do with training or coaching and all to do with culture. It’s about harnessing the potential of the 100 million chinese kids under the age of six. Football starts at home and it has to be learned at home. Since 1994, no Asian country has qualified for the world cup without appearing at either the U17 or U20 world Cup and until China starts finishing in the top four in Asia in youth competitions, they won’t be a country capable of qualifying for the world cup. The reality is if Sir Alex Ferguson, Arsene Wenger and Pep Guardiola came as coaches, they wouldn’t be able to do anything because they don’t have the player pool. It starts at grassroots” (Church, 2016).

Similarly, India needs to spend a lot of focus on the youth in the country. Like Byer said, teams that win the world cup are teams that have youth teams performing at different levels. With India having such a massive population, they should go on with this plan and also use kids that are underprivileged as they are talented as well. “For youth to get opportunities to be picked up by teams, they need to play more often or play with different players to get some exposure because as you play, you understand and get better. Or else the NGOs could maybe speak to teams and give some youth a time to train with them for maybe a week. If not this, maybe if someone watches them, they can always contact a person from a club and an academy and give them a chance” (Pinto Interview, 2021).

So to grow in football, it is necessary for kids at young age to get enough matches to play, but with the current structure of the youth leagues in India, they do not get those matches and nor do they get the similar training as the coaches present in smaller academies are not that knowledgeable. Along with that, many parents in India are not even sure of how the football industry works and how their kids can have a future in sports and so they often make the child either study or do a different activity. So it is essential for parents to firstly understand sports so that they can then allow their child to play it. One way of doing this is to have small workshops for sports in schools and junior colleges where parents can sit for these workshops when they come to school for either a function or an open. This will help the parents to understand the sports industry and so they can at least motivate their child to play the game (D’souza Interview, 2021).

In order to help the underprivileged kids, Society for Transformation, Inclusion and Recognition through Sports, i.e STAIRS is showing one of the most effective ways in changing kids lives. STAIRS is a not for profit organization that is working towards sports, health, education and skill development of children across India. STAIRS is currently the largest organization that ensures youth development through sports. With a focus of achieving sustainable development goals through sports, over 300000 underprivileged children play everyday without having to spend a penny at the 400 STAIRS training centres that are available in over 4000 villages across 7 states in the country (STAIRS Website, n.d). STAIRS organize multiple tournaments at the grassroot level and they select players from the participants to get a scholarship. Every year, 10 students get a scholarship with the help of STAIRS. Apart from promoting football and hockey in the youth, they have

helped kids represent their states and even India at the sport of sepak takraw (STAIRS Website, n.d).

In terms of opportunities for young kids, even La Liga has played an important role in supporting Indian football at the grassroots level. In 2016, as La Liga opened offices in India, they also opened new opportunities in the country that had never existed previously. This programme is reaching a new audience in one of the fastest developing countries in the world and at the same time contributing to the global development of football. Their main programme is the La Liga soccer schools that began and as of 2018, they have helped more than 12000 students to grow and develop their skills in around 14 different cities. Several other teams from Spain have helped in the La Liga soccer school programme by providing coaching to the coaches and also with equipment for the players. Apart from that, Madrid based side CD Leganes provided opportunities to young footballers to get selected and test their skills in a La Liga environment in Spain. With the help of this programme, 4 young talents from India got the chance to show their skills and they earned a trip to Madrid to get trained (La Liga newsletter, n.d).

Competitor Analysis:

In terms of competitors in this sector, there are some cities that have a district league organized for football. Schools and colleges that have teams register themselves to this league. As this is a very basic league that is organised, only knockout matches are played between schools and the winners get a trophy. The main competitors in this business are:

1. **Reliance Foundation Youth Sports** - The RFYS was founded in the year 2016 by the reliance foundation. This foundation covers sports like football and many other athletic events in over 30 cities in the country. The main goal is to create a sporting culture for school and college athletes (Reliance foundation youth sports website, n.d). The Reliance youth foundation selects players from these tournaments and enrolls them into their residential football academy which is based out of Navi Mumbai. 65 students across four different age groups are hosted there and taken care by 22 staff (Reliance foundation young champs website,n.d). As the RFYS tournament only offers opportunities to very limited students, many young athletes do not get that opportunity to be better. Even though the RFYS tournament is held in multiple cities in the country, it does not offer opportunities to students to get trained or scouted by other academies or professional teams.
2. **Sporco Youth Championship** - This league was organized in the year 2021 for the first time in Mumbai. They cover the sport of football and

the league is created for the U-20 category where there are prizes for the winning teams and also videos of the matches will be given to the team once their match has been played.. In terms of exposure, teams will be getting to play a minimum of 7 matches and have to pay an entry fee of 30000 rupees (Majumdar, 2021). This youth championship is currently located only in the city of Mumbai and the entry fee amount is very high compared to the economical conditions. The participants in this tournament were football academies in the city as they could afford it. Due to the high entry fee, NGO schools and their kids were not able to participate in it.

PESTLE Analysis:

Political Factors : The government of India is involved in all sectors of the country and mostly in the sports industry, including football. With the help of the political aspect, along with the negative sides, there have been a few positive sides as well. For example, Aditya Thackeray who is a core member of the political party in India is also involved in Indian football. After being elected the president of Mumbai's football association, he got involved in football in all aspects and one of his main achievements was to build a proper stadium for football where he then got international football played. Since his election in the year 2013, Aditya Thackeray has helped in several other initiatives as well to improve football in the city (Tagore, 2017). Even though politicians and nepotism is high in the country, it still helps to some extent. "Politicians are also needed. There should be a mix because with the help of educated and former professional players, proper development will be arranged but the politicians play a big role in arranging the funds for the specific sector. Now with the funds being arranged, there should be other people as well who should make sure that these funds are used in the right way for what is planned" (Pinto interview, 2021).

Economical Factors : In terms of economical factors, India is currently one of the most affected countries due to the covid-19 factor which has been devastating for others as well. But apart from this, India has availed a special fund dedicated to startups so that entrepreneurs can be motivated to start a new project. This fund helps in funding the start up with a lesser interest rate by nationalized banks and also central government schemes which will eventually help ease the process of starting a business (Dart Consulting.co.in, 2016). The business plan of having the league is targeted towards the Indian market and so the exchange rate will not affect the business plan.

Social Factors : India's population is approximately 1.3 billion with more than 50% of this population being youth. Another interesting fact is that India is the country with the most youth population (Jack, 2018). The market has a great potential as many youth play amateur private football tournaments over the weekend. In India, there are currently multiple tournaments going on over the weekends with weekdays kept for league matches of the district.

Technological Factors : Research and development and technology change are linked together as they play a very important role in the running of a business. Keeping up with the trend of people's expectations will always be a priority. Some examples of technological factors are technological incentives, rate of technological change etc (Dart Consulting.co.in, 2016).

Legal Factors : In terms of legal procedures, the startups are relieved from law inspection. For instance, labour law is exempted from the labour department for the initial 3 years of the business. This will allow the business to grow well and ease the path for the startup. Some examples of legal factors are consumer law, antitrust laws, employment law, health and safety law etc (Dart Consulting.co.in, 2016). Maharashtra can be considered the best state to have a startup as Mumbai is a financial capital of India and the government is lenient with the licensing process in order to uplift entrepreneurship within the state by restricting legal interventions for the initial 3 years of the business. In addition, an incentive will also be given to a candidate for a period of 3 years. The Government of Maharashtra will help in sustainability of startups by providing assistance in filling patents, trademarks and design. Financial assistance will also be provided to a certain extent (StartupIndia.gov.in, n.d).

Environmental Factors : Environmental aspects such as climate change, weather, environmental law etc affect industries like tourism, insurance, sports etc. (Dart Consulting.co.in, 2016). Due to the pandemic situation, the football industry was completely kept on hold due to various restrictions. Football being one of the most popular outdoor sports was also affected along with the footballers. Now as restrictions are lesser, there is much more organization that is seen during tournaments and leagues as organizers respect rules and regulations and so limit crowds at venues.

SWOT Analysis:

The reason for this analysis is to talk about the SWOT analysis in terms of the football industry in India as well as the SWOT in the business plan. As the business plan will be in the same football industry, analysing the SWOT of the business plan to the industry is very crucial to know the advantages and the disadvantages.

Strengths:

1. **Population** : Talking first about the strengths in the football industry is that India has a population of approximately 1.3 billion people and it leaves them second in world ranking of most populated countries in the world behind China. As this population is so high, it automatically gives a higher number of interested participants in the country compared to another European or American country.
2. **Increase in football recognition**: With the Indian Super League being promoted on a higher scale by advertisements, investments and by getting famous players from Europe, more people are getting involved in the sport. Also due to the increase in football tournaments, players are getting to play more and that helps in creating awareness of the sport.
3. **Junior I League teams**: Many professional teams are in search of talented youth players to play for them in their junior teams. Because of this, they will want to partner with the league so that they can scout players based on their views. In addition to this, as it is a compulsion to have youth teams in order to be a professional team, many teams are fulfilling this criteria so that they can be a professional football club.

Weakness :

1. **Cricket** : Majority of the population in India are cricket supporters as the nation's main focus is enhancing the sport of cricket on television. Cricket in the country is being advertised more among people with the IPL accommodating players from different countries and broadcasting the match at a prime time for people to watch.
2. **Infrastructure**: The country lacks sports infrastructure. As cricket is the most popular sport in the country, most of the stadiums are mostly meant for cricket. For example, in an interview with Floyd Pinto, he stated that "You may want to do the tournament in different cities but you may be able to do it in cities like Mumbai, Delhi but not all cities have a location or infrastructure to accommodate the league. Like earlier, Odisha FC were playing from Delhi but recently shifted back to Odisha as they are managing to get funds in the right place to improve sports facilities in the state with the help of two IPS officers. Now as these officers are at a high level and are educated, they can manage these duties and develop sports in the state" (Pinto Interview, 2021).
3. **Economic conditions**: There is a high population in India, especially in the smaller cities that are not very financially stable and due to this, many youth do not get the chance to go and train at a football academy or play at tournaments due to the entry fee.

Opportunities :

1. **Youth Population:** An opportunity that is big in India is that along with the strength of having a huge population. More than 50% of the population in India are youth and so the number of youth that will be interested in playing football at different levels are increasing day by day.
2. **Availability of Land:** Many underdeveloped cities in the country don't have proper grounds to play football because the sport is not very common in those locations. "But even though many states do not have proper infrastructure, they could start building stadiums as in those states, the number of population is less and so the space is available. Unlike cities like Mumbai and Bangalore where the population is so high that there is no place for people to live let alone build grounds to play football" (Anonymous interview 1, 2021).
3. **Partnerships with Colleges:** Many colleges in the country are getting more into sports by offering scholarships and placements to talented athletes in the country. This helps increase participation and motivation of youth to play sports so that they can achieve this scholarship.

Threats :

1. **Funds:** The main threat is not getting enough funds from the football governing bodies in India as they have limited budgets. For the financial year 2021-2022, the Khelo India movement faced the biggest reduction in the budget with approximately 230 crore Indian rupees (The Indian Express, 2021).
2. **Culture:** "The percentage of youth that actually want to be sportsmen are very less, almost 4-5% of the youth will want to make football their profession. This is mainly because of studies, as the educational system in India is not managed very well where youth can manage a sport and education both in a professional manner. Second is parents play a very important role in these kinds of decisions. Not all parents are supportive as they don't see sports as a good option as a career for their children" (Pinto Interview, 2021).
3. **Bribes :** As this is very common in India, politicians and local gangsters often cause trouble when they see a sort of business running in their locality. They demand bribes or cause issues in the management of the activity.

3. Business Proposal

The Business plan as mentioned earlier is a football league which will be organized in different cities in India. The main goal is to develop football at the grassroots level while giving an equal opportunity to all youth. As India is a developing country and is also trying to develop football, it still lags behind in several aspects. As of their neighbours China, they have made the right plan to develop football as mentioned in the market analysis. The need for football at the grassroots level is very important and at the same time exposure helps in improving the quality of the sport in the country. India is considered to be the sleeping giant in the world of football and 45% of the country's urban population supports football. In India, cricket is the most popular sport but football is currently still small in the country and is gradually increasing. A survey report says that along with the US and China, India is the country with the one of the best reach towards the sport of football among youngsters (Wragg, 2018).

Firstly speaking about the business plan, the business plan is called ASTYG football league where ASTYG stands for "A Staircase To Your Goal". This football league is aimed at the young kids who are still in school as it is the right age to get them and train them. Apart from being a league for youngsters, it will also accommodate an open age category for the players that want to participate in the league. The ASTYG league name and logo will be registered with a trademark so that it will not be used by others with a different insight. The motive behind this goal is to guide young kids into the world of football at a professional level by leading them to professional teams and academies as many of them do not know the pathway to play football professionally. There are no proper scouts or coaches present at any level to spot a player and train him. The scouts are only present at the ISL and I-league level and so the players that play at a small level often remain at that level for years unless they have contacts or are financially well to do (Modak Interview, 2021).

Business Model :

This heading will consist of different aspects that come into the structure of the business plan.

Age groups :

We will be having several different ages participating in the league. The League will be organized in different age groups, genders and formats. Age groups that will be involved are as follows:

Boys	Girls
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Open age	Open age
Under 18	Under 18
Under 15	Under 15
Under 13	

Table 3.1.

As you can see in the table above, the certain age groups are being tackled because the professional junior leagues in India are also accommodating the same age structure across the country. So having this same age group gives the chance to young players and youth teams to take advantage of this league.

Along with this, we will also be organizing the league in multiple cities for the corporate teams. Currently in India, there are many corporate companies that are interested in sports and they register their teams in multiple tournaments for their employees (Singh Interview, 2021)

League structure:

The league will be organized and groups will be made depending on the number of teams participating in each age group. Group games will be played in the beginning where each team will get to play a minimum of 3 fixtures against other teams in their group. The reason for doing this is to make youngsters play more matches as currently the youth in India are not getting enough matches to play whereas the youth in other countries are getting many games at a young age (Anonymous interview 2, 2021) and in another interview with a La Liga representative, he says that in India, kids are not evaluated properly, they are evaluated on the game and the competition, but with lack of competition, the players don't get evaluated. Even if tournaments are held, there are 5 aside knockout tournaments which are played for 7 and a half mins. An academy has to play all their kids in such a short time and mostly there are some kids who are just sitting out and don't even get a chance to enter the field (Vazquez Interview, 2021). So once each team plays the other teams of the group, the knockout rounds will be played where two teams from each group will qualify and play the qualifiers against different groups. Eventually we will get a winner and runner up in each and every age group.

For the open age category, players playing the open tournaments are normally amateur football players who enter tournaments with their private teams or friends. So this age group will be a five aside knockout tournament with cash prizes. Also as the players that play these tournaments, they often do not like travelling to the same location multiple times, they prefer playing at

a location on one day itself and moving on to another competition on the next day or the next weekend. Also as mentioned above, these players are not professional and hence they do not prefer spending 2 days of the weekend or 2 weekends on playing a tournament.

Same as the open age group, the corporate league will be held over the weekend with employees representing their company in a league plus knockout tournament. We will have a football league for them where they will play a minimum of 3 matches in the league and two teams from each group will play the round of 16 against each other.

To understand the league fixtures clearly, please click on the link below.

[ASTYG League Fixtures](#)

Duration:

The duration of the league in each city will be for approximately one month where we will accommodate the youth categories, open age and corporate category. In the first year, each city will be held in a different month. Moving on to the second year, as we will have more cities, we will be organizing the league in 2 cities simultaneously in a single month. As there are multiple exams and vacations for schools, we will not be able to keep the league functioning throughout the year as kids will not be available. The months where the league will be held are January, February, June, July, August and September. These months are picked because there are no exams or holidays during this time and so it is easier to get more teams to participate in the league.

Players on field:

The format of the ASTYG league is to be an 11 a side football league in India. Most of the tournaments in India are 5 a side and because of which most of the players are used to playing that specific format with 5 players. Due to players playing the 5 a side tournament more, their level at the 11 a side format does not improve as the game style is different. So with the help of the 11 a side format, it will be easier for scouts to watch players in their positions and they can make choices based on what they need or if they see potential in the kids. The format will allow a team to have 18 players in total.

Although the format will be 11 a side for young players, we will also be organizing the five a side concept for the open age groups so that we can have private football teams participating for trophies and a cash prize. Currently many open age 5 a side tournaments are being organized in different cities in the country with cash prizes and all types of players participate in these tournaments as a way of earning money by winning or for playing football over the weekend. The corporate category will also have the same format of 8 players in each team.

In a similar format, we will be running the girls league in the five a side format similar to the open age boys group as the number of girls playing the sport is much lesser and so the number of teams participating in a 11 a side tournament will be lesser. With the help of 5 a side for the girls, we will be able to accommodate more teams as there are some schools that have more number of girls playing football than other schools. So schools and also private organizations will have the option to register multiple teams. This format will allow a total of 8 players in each team.

Time:

The time limit per game will depend on the different age groups based on the I-league tournament time for the specific age groups.

Under 13 - The under 13 category will be playing 25 mins a half.

Under 15 - The under 15 category will be playing 35 mins a half.

Under 18 - The Under 18 category will be playing the regular time which is 45 mins a half.

Open age category - The open age category for boys and girls will be 10 mins half as they will be playing on smaller 5 a side grounds.

Girls - The girls category for both under 15 and under 18 will both follow 10 mins a half.

Corporate - Similar to the Open age category and the Girls category, the corporate teams will also be having a 10 mins half game.

Teams :

1. The teams that we will be looking to get in touch with for the 11 a side fixtures will be schools for the Under 13 and Under 15 category. For the Under 18 category, we will invite junior colleges in the cities that we are targeting.
2. Apart from the schools, we also welcome academies to participate in these tournaments as there are many players that do not play for their school but are enrolled in football academies.
3. NGO schools and other similar organizations will also be invited. There are many young players with potential in NGOs but due to financial conditions, they do not get the opportunity to participate in open tournaments or enroll and get trained in football academies. There are some NGOs who may not have enough players to play football in a

certain age group, but as NGOs are a small community, we will offer them the chance to mix teams and participate as at the end of the day, more than winning, the goal is to provide opportunities to everyone.

4. In terms of teams for the open age category, currently there are multiple private tournaments that are being conducted over weekends where most of the amateur players and some semi professional players play in order to win and earn a cash prize. So we will be targeting these private teams for the open age group.
5. For the corporate teams, we will be sending invitations to all corporate companies. As these companies have branches in different cities, they will want to participate in different cities with employees from those specific branches.

Entry Fees:

The entry fees for the ASTYG league will depend upon the age groups and also on the format of the age group.

- Under 13, Under 15 and Under 18 Boys : 10000 rupees per team.
- Under 15 and Under 18 Girls : 7000 rupees per team.
- Open age Boys and Girls: 3000 rupees per team.
- NGO Schools / Organizations : Free entry for the teams coming from NGOs. (The entry of these teams will be covered by sponsors).
- Corporate teams: 20000 rupees per team

Number of Teams:

The number of teams participating in the ASTYG league depends on the age group.

U13, U15 and U18 Boys - 16 teams (4 team slots will be allocated to NGO boys)

U15 and U18 Girls - 32 teams (8 team slots will be allocated to NGO girls)

Boys and Girls Open age - 64 teams for the boys category and 32 teams for the girls category (This age group has no slot allocated to NGOs but a free entry will be provided to NGO players if they are registered with an NGO).

Corporate league - 32 teams.

Locations :

Largest Cities in India

#	CITY NAME	POPULATION
1	Mumbai	12,691,836
2	Delhi	10,927,986
3	Bengaluru	5,104,047
4	Kolkata	4,631,392

Figure 3.1. (Worldometer website, as of 2021)

As mentioned in the figure above, In terms of locations, the final goal is to target multiple cities where we can engage football into more people at a young age and also give them the proper exposure and guidance.

1. Starting with the **first year**, we will be targeting six cities in the country. The cities being targeted for the first year are Mumbai, Delhi, Bangalore, Kolkata, Pune and Goa. Reason for targeting these cities is because they are the most populated cities in the country which in return means they have a higher number of youth playing the sport. By having the 4 most populated cities in the country playing the league, we will be able to target a high number of youth kids and at the same time build recognition of the ASTYG league. Along with the 4 locations, we have chosen Goa as the fifth location because it is a state that is known for playing football. The sixth location is chosen as Pune city because the city is known to have many schools, colleges and they also have a corporate hub. This location is the perfect location to be the sixth place that accommodates the league and creates awareness. Once we build a recognition and name for the league, we can have higher participation in smaller cities as they will be aware of the league when it happens in larger metropolitan cities.
2. For the **Second year**, we will be targeting more cities where there are other professional clubs and academies that can partner with us. So we will be adding 6 more places to be the next locations for the second year. These places will be Kochi, Chennai, Jamshedpur, Bhubaneswar, Guwahati and Hyderabad. The locations are selected based on the ISL teams presence in those cities.
3. From the **third year** onwards, we will be adding 6 more cities each year so that we can accommodate more players in the league and give more opportunities to the youth in the country. The cities added for the

third year are Amritsar, Imphal, Gangtok, Aizawl, Chandigarh and Ahmedabad. These six cities are chosen as they have I-league clubs present in those cities.

As this league is mostly done for the youth in India, the open age and corporate category will also follow the similar locations so it is operationally feasible.

ASTYG League Unique features:

The unique part of the business plan is that there are many tournaments happening for youth and teens in the country. But there are a few points that make the business plan unique and better from the other existing leagues.

1. **Scouts** - The first and most important unique feature of the ASTYG league is the presence of scouts or coaches from the clubs and football federation of the specific city. This similar feature is not available in other tournaments. So with the help of this idea, we can give students a better opportunity to get selected for a team or an academy. This feature helps as a motivation to students to perform better so that they can get professional training from experts.
2. **College Partnerships** - Another useful feature is the partnering with colleges. This means that players participating in the under 15 and under 18 age group, can get a chance to have a scholarship or a placement opportunity in a college that is partnered with us for this specific feature. Players in those age groups in each city will get a chance of getting a scholarship in a partnered college. Currently, Indian parents look at sport as a distraction. But players who are below the age of 15 are going to be looking for colleges as they will be finishing their school life. But with this feature, under 15 players can have a motivation to play well in order to get a scholarship at a college. There are many colleges in the country that are into the development of sports and offer scholarships or placements to talented athletes. For example, in the city of Mumbai, Pillai's college among other few colleges are into sports. As of the year 2019, Pillai college won their second consecutive university championship after five consecutive appearances in the final (Shetty, 2018) and on the other hand, St Andrews college girls team have won their seventh consecutive university championship (Yadav, 2018). So since sport is a way of engaging and building a reputation for the college, more colleges are getting more into sports.
3. **YouTube** - All matches will be broadcasted live on YouTube and this will help to engage more people into youth sports. Apart from this, scouts or coaches that do not visit the venues to watch matches, can follow specific teams and players if they are interested in scouting

them. Apart from scouts, even parents can watch these matches and look at their children playing the game.

4. **Selection for free trial** - In the league, scouting is a very tough process where the scout has very less time to watch a player and the player has very less time to show his best. There are high chances that only a very few players will get scouted by the best teams. So among the players that are not scouted, there will be 5 players that will be chosen by the referees / committee and they will receive a chance to get a 1 week trial at a professional academy or team that has partnered with us in a specific city.

Prizes:

The prizes and awards that are given throughout the league will be as follows based on the age group:

- Under 13 prizes (Boys):
 - Player of the match award (Medal)
 - Top scorer of the league (Trophy)
 - Winner and runner up (Trophy)
 - Medals for players from the Winner and runner up team
 - Players to be selected by scouts for a team
 - 5 players to receive a one week trial in a professional team or academy.

- Under 15 & Under 18 prizes (Boys & Girls):
 - Player of the match award (Medal).
 - Top scorer of the league (Trophy).
 - Winner and runner up (Trophy).
 - Medals for players from the Winner and runner up team.
 - Players to be selected by scouts for a team.
 - 5 players to receive a one week trial in a professional team or academy.
 - Scholarship from colleges to players chosen in each age group for boys and girls

- Open age category (Boys):
 - Cash Prize of 30000 rupees and 20000 rupees to the winner and runner up.
 - Top scorer of the league (Trophy).
 - Winner and runner up (Trophy).

- Open age category (Girls):
 - Cash Prize of 15000 rupees and 10000 rupees to the winner and runner up.
 - Top scorer of the league (Trophy).

- Winner and runner up (Trophy).
- Corporate category:
 - Winner and runner up (Trophy).
 - Third place (Trophy).
 - Top scorer of the league (Trophy).
 - Best Goalkeeper of the league (Trophy).
 - An additional offering that has to be present for the corporate league are jerseys and snacks for all players.

Staff:

In terms of staff and employees working in the company, there will be a very few employees on a full time basis. The employees will be as follows:

1. One main manager who oversees the running of the league and planning the next months. He will have two associates under him to get teams for the age groups and also to deal with sponsors' demands. We will also be having one accountant to look into the inward and outward flow of money.
2. After the first year, we will be getting students from colleges who can work with us as interns so that they can get experience of working in such a league. These students will help in getting teams, and also help in on ground operations during the league.
3. For social media and website management, we will be hiring an intern to handle the social media accounts and to update our websites so that we can engage with the public.
4. Our main source of running the league operationally will be by partnering with the A Team sports and events company. They will look into managing the whole league for all age groups operationally. They will look into arranging the matches on time, checking documents, arranging trophies, seating, referees, volunteers, etc.

Rules:

Rules play an essential role in running a business and especially in a league in which there are multiple kids, schools and parents involved. So these rules are applied for the smooth running of the league.

1. **Age proof** - This is a very important rule that is in every tournament that has an age limit. Parents and kids normally provide fake documents so that their older child can perform in a younger age group. In an interview with La Liga's coach who organized multiple tournaments says that "one kid is telling you that he's 13 and probably

he is 23. So, when we were doing any tournament, we were having double checks with the school ID and the aadhar card. People change the cards everywhere. But at least, if you have both, you can be sure that they are not fake”(Vazquez Interview, 2021). So we will be having a process where the school will have to register all the players online by uploading their school id, aadhar card and passport/ birth certificate. On the day of the first match, the team will have to carry the same documents and get it verified with the ground staff and cross checked. Even though there is a rare chance that these documents too can be made a fake, it still reduces the number of kids playing in lower age groups. If there is a player caught for cheating because of age, the team will be disqualified.

2. **Match Timings** - School kids in India depend majorly on their parents to get them ready for the matches on time but parents in India don't really care that much as they see their job more important than their child's sport and so they do not come to these matches on time and hence the team which comes on time suffers. So we will be having this league on weekdays for kids where the school holds the responsibility to reach at least 30 mins before their kick off time so they can register and warm up. If the team is unaccounted for before the match, the opposite team will win the game via walk over and receive a 3 goal win.
3. **Personal details** - Details of every school, academy, NGO representative is essential for safety reasons. Personal details of the kids playing will also be necessary in order for them to be contacted by clubs or academies. The players that are already registered with clubs, or the players who do not wish to get trained by professional teams are allowed to not share their personal contact details.
4. **Agreement forms** - Agreement forms will have to be signed by players and their parents who are interested in benefiting from the league by getting scouted for teams as it is not legal for a scout or club to directly contact a player who is already in a contract with another club. This process is done so that players who have signed the agreement are giving the league and the clubs permission to directly contact them for opportunities.
5. **Kit** - It is essential that each and every club have similar jerseys so that they can play the matches without any confusion. Teams that do not have jerseys can apply to buy jerseys from the league at a discounted cost of Rs 100 per jersey. NGO clubs will be provided with free jerseys. Teams not having similar jerseys will not be allowed to participate in the match.

6. **Entry Fees** - Each team will have to pay the entry fee amount at least one week before the league begins so that there are no last minute back outs. Failure to pay the fees will result in disqualification and another team on the waiting list will be provided the opportunity to participate.

These rules pertain only to the under age boys and girls category. Open age category will not have to sign agreement forms or show age proof. Although they will have to wear similar kits and pay the entry fee amount in advance to secure their spot in the league.

Awareness Creation:

The motive is to create awareness of the ASTYG league so that we can reach out to more participants and get higher recognition. The following methods will be used:

1. **Major Cities** - So the first way of creating awareness at the initial stages is by organizing the league at the major cities in India as other cities look up at the major cities for opportunities.
2. **Involving ISL and I-League clubs** - By involving these clubs and their scouts, the league will build more attraction as more people will see that kids are getting opportunities to train at professional clubs.
3. **Our Sponsors** - With the help of our sponsors, we will be able to get more attraction as they will advertise the ASTYG league on their transportation vehicles that are functioning in different parts of the country.
4. **Social media platforms** - We will be active on social media platforms like Facebook, Instagram and also have a website where teams can have a look and be updated on the league. Today, social media is the best way of communicating and marketing to our customers as parents, school representatives, NGO representatives, college and working class people are active on social media every single day.
5. **Success stories** - We will be uploading and advertising success stories of the kids that have been selected either by clubs or by colleges.
6. **Social media Ads** - We will be promoting the league through ads on social platforms like Google ads and YouTube ads.

Partners:

The partners that will be targeted for the ASTYG league will be as follows:

1. **The A Team Sports and Events Pvt Ltd** - This is an event company who manages sports events all over India. In an interview with the manager, he states that they will be able to manage this kind of an event in multiple cities and would look at the operational front of the league. They would look after staffing, arranging the referees, seatings and other factors that concern smooth running of the league (Singh Interview, 2021).
2. **La Liga Soccer Schools** - La Liga soccer schools are running their academy in different parts of the country and since their arrival, they have been increasing their locations. In the interview with La Liga senior football development specialist, he says that “we were doing a selection of the underprivileged kids and the selected kids were getting a chance to train at our center with a 100% scholarship. Apart from that, we always had a few spaces left in every center for underprivileged kids and they too received a full scholarship. They would get to play tournaments with us and also we would sometimes provide them with football equipment like shoes” (Vazquez Interview, 2021). La Liga soccer schools are currently located in around 10 cities in the country with multiple locations in each of those cities. Currently, they find underprivileged kids on the road playing football and they invite them to play at the academy. Partnering with them will help provide underprivileged kids a better chance to get the opportunity to train with them as La Liga schools can reach a higher number of kids through the league.
3. **Football Counter** - Football Counter have been playing a major role in football throughout the country and majorly in Mumbai. They have media rights to cover all sorts of football events in Mumbai and also update the people with information about Indian football in terms of International football, scores, matches, debutants I- League, ISL and the AIFF. Partnering with them will help reach out to more participants and also build recognition.
4. **All India Football Federation** - The AIFF is the football government of India and they are in charge of running the I-League and International football in the country. Along with this, they also partnered with the ISL teams and initiated the rule of youth teams in all professional clubs. Partnering with the AIFF will help in getting AIFF scouts for the league. Also being partners with AIFF, it will be easier to acquire I-league and ISL teams as they follow AIFF rules and regulations. The AIFF does not run youth football programs in the different states directly and hence would like to partner with this league to develop football at the youth level.

5. **ISL and I-League clubs** - As mentioned above, partnering with these clubs will help in getting scouts for the league so that these scouts can select kids with potential to get trained at their club. Reason for these clubs to partner with us is that they have teams that are participating in the youth league of India, and getting a chance to look at the football playing kids of the city is something of interest to them. Being partnered with the AIFF would help getting the clubs to partner with us easily.
6. **FCB Escola** - Like La liga soccer school, FCB Escola has been a brand that has been in India for the past few years. FCB Escola came into India in connection with conscient football which is a company that provides football training and development to youth. They currently have 25 locations in 4 different cities. Partnering with them would help few of our underprivileged kids get scholarship training at FCB Escola.

Main Sponsors:

The sponsors that we will be targeting to acquire funds for this league are:

1. **PUMA** - has currently been getting bigger into sports by signing and partnering with athletes and teams. Getting them on board as a sponsor would help in finance and also sports equipment like footballs, bibs, jerseys etc.
2. **Sports Authority of India** - SAI is the sports governing body in India and they started the Khelo India initiative to develop youth sports in the country. In an Interview, the interviewee states “that looking at this league, they will support you with the league. But with financial support, I think they will as long as you have something to offer them” (Anonymous Interview 1, 2021).
3. **Nestle** - Nestle is another multinational F&B company that is into youth sports. They are currently running a sports program across the world and helping more than 20 million children find the sport they love (Nestle.com, n.d). They have also recently been sponsors for a youth football championship in Mumbai.
4. **Fast and Up** - Fast and up is a company that has recently started up in the country with a nutrition product and they were recent sponsors for a youth football championship in Mumbai.
5. **Bisleri** - Bisleri is one of the biggest beverage companies in the country and they are often sponsors of football tournaments.
6. **Red Bull** - This beverage brand has been sponsoring sports events in India and also around the world. Along with being the main sponsors of

Neymar jr five's world wide, they support a lot of football leagues in India. This sponsorship will be mainly for the open age category and the corporate category.

Apart from the companies mentioned above, we will also be targeting many corporate companies for sponsorship of the league. In the interview with the manager of a sports event company, he stated that "there are many corporate companies like Deloitte, JLT who have a certain budget that is for the use of their CSR activities and so they often sponsor events especially when there are NGOs involved. This sponsorship could also cover the cost of the NGO teams participation (Singh Interview, 2021).

IP rights and process:

IPRs are used in order to stop other people from copying another person's work without permission or using it in a wrong way. My business plan will be protected using an IPR so that it is not used by another person for an illegal purpose. Also with the help of being legally protected, it is easier to get permissions from the local authorities and hence there will be no problems caused by the people. It also has advantages while having partners or sponsors because it is easier for a sponsor or partner to trust the business when it is a registered company. There are different kinds of IPR's that are used for protection. They are as follows:

- **Copyright** - these are used to protect written or published works. It gives the owner exclusive rights over his work. Copyrights should be registered to help prove ownership if there are criminal proceedings against infringers. The copyright registration process in India takes a long time, which is approximately 10-12 months and it lasts for around 60 years. The cost for registering a copyright ranges from Rs. 500/- to Rs. 5000/- per work (Sarkar, 2019).
- **Patents** - these are used to protect commercial inventions. In India, a patent can be obtained within three to five years from the date that the application has been filled and can last for 20 years from that date. The fees for a patent registration in India range from Rs. 40000 to Rs. 60000 approximately (Patentinindia.com, n.d).
- **Designs** - these are used to protect designs like drawings or computer models. The importance of registering the design is so that others don't apply it to their goods. It costs approximately Rs. 4000 to register a design and the design registration lasts for a period of 10 years, which can be extended for another 5 years after that with an additional fee (Puri, 2019).
- **Trademarks** - these are used to protect signs, symbols, logos, words or sounds that differentiate your products and services from those of

the others and it guarantees the quality of the same. Registration for trademarks in India can take up to two years to get properly registered and it is then valid for a time of ten years, it can be renewed after that for further ten year periods and the cost for registering these trademarks is approximately Rs. 8000 per application for a company for a ten year period (Patentinindia.com, n.d).

So, as I will only be protecting the name and logo of the league, I will be using the Trademark right to protect it. Since, trademarks are territorial in nature, I will be getting it done in India as this league will be held in India. The steps for registering a trademark are as follows.

1. Trademark Search : A trademark search is useful in finding similar trademarks available because just having a unique name isn't enough. Sometimes, it could also give a warning of a possible trademark litigation. This search can be done online or offline by an agent. If done offline, it can cost about Rs. 500.
2. Filing Trademark Application : After choosing a unique brand name and logo, one that isn't already listed in the Trademark Registry India, the same can be registered. This filing is mostly done online nowadays on <https://ipindiaonline.gov.in/trademarkfiling/user/frmloginNew.aspx> . The registration through a trademark attorney professional would charge around Rs. 3500.
3. Examination : Once the trademark application is filed, a trademark officer will check it for any discrepancies. This process could take about 12-18 months. The officer can either accept the trademark completely, partially or object it. If the trademark is completely accepted, it gets advertised in the Trademark journal. If it is accepted partially, the conditions to be fulfilled or the objections will be mentioned in the report given by the examiner and these conditions need to be taken care of within a month. If the response is accepted, it is advertised in the Trademark journal. If not, a hearing can be requested and then if the officer feels that a registration should be allowed for the Trademark, it proceeds for publication in the Trademark journal.
4. Publication : This step is there in the registration process of a trademark so that anyone who has an issue with the registration of that trademark can oppose the same. If there isn't any opposition for 3-4 months from the date of the publication, the registration process of the trademark continues. If in case there is an opposition a legal response can be drafted which can cost between Rs. 2000 - Rs. 5000, and if that isn't enough then a fair hearing is held and the cost per hearing would depend on the complexity of the case. After this, the Registrar makes a decision.

5. Registration Certificate : After the above mentioned procedures are completed, a registration certificate will be issued under the seal of the Trademark office.
6. Renewal : After every 10 years, the trademark can be continuously renewed (Kumar, 2016).

The registration process of a Trademark in India is simple and does not require much effort, but it is a very important step for the brand name and logo registration and with the help of this, the league can be played all over India without any issues.

Advantages of a startup:

An enterprise is defined as a startup if it meets the following conditions:

- If it has not been registered for more than 10 years.
- The turnover of the enterprise is not more than Rs. 100 crore in any of the financial years since its registration.
- If it is working towards the development of products or services or it is helping with generating employment and wealth creation (Singh, 2020).

As the ASTYG league will be a start up, it will have advantages as the government of India offers many advantages to start ups. The advantages for a startup in India are as follows:

- The process for registering a startup is very simple and the entire thing can be done online on <https://www.startupindia.gov.in/> by filling a form and uploading a few documents.
- The startup will only have to pay the statutory fees and the government will pay the facilitator fees. There will be an 80% reduction in the cost of filing patents for the startup.
- The government will provide a 10,000 crore rupees fund as venture capital to help the startup.
- Startups don't have to pay income tax for 3 years as long as they get a certification from the Inter-Ministerial Board (IMB). This certification can be applied by registering on the website above.
- The government planned to hold 2 startup fests yearly, both nationally and internationally to help stakeholders of the startups to meet and interact with each other which in turn will help with networking.
- If, in case, a startup wants to close down, they can do so within 90 days from the date of the application (Cleartax website, as of 2021).

4. Financial Analysis

The finances of the ASTYG league are something which will show the turning point of the league as and when the league enters into a new city every year. As the number of teams and sponsors improve every year, the league can see itself be a successful and sustainable league in India. The projected financial statements are based on general accounting principles and also based on assumptions and estimations.

To get a full overview of the financial play of the ASTYG league, kindly go through the link.

[ASTYG League Financials.](#)

Initial Funding and Requirements:

First and foremost, to start the business plan and the ASTYG league, we will need to have an investment of Rs 5,000,000 which will be self funded. With the help of this, we will then start off by getting the company name and logo protected by trademark rights with the help of a lawyer. Now as this process takes an approximate 2 years time, we will then also start speaking to a few of our partners like the AIFF and the professional clubs to start collaborations with them.

Once the company is legally protected, we will then start off with hiring the employees and investing money into office equipment, furniture and spending on other initial operating expenses. Once all initial expenses are carried out, the planning of the league for all the months will then resume along with getting our partners and sponsors on board. Now according to the league and the structure made, we will take 3 years time to breakeven and start making profits.

Exit Strategy :

The exit strategy for this business is to run the business for the first 3 years and then exit the business as we will cross the break even margin. If the number of sponsors increase, break-even points can be reached in the second year.

Main Income and Expenditure:

In regards to the income and expenses for this business plan, along with the monthly salaries, insurances and marketing expenses, our main expenses go out during the operational months of the league when the league is functioning in the respective planned cities. So the main expense is the operational expense which goes to the event company that takes care of the management of the operations sector during the league. The costs for the operation of the league is Rs 976,267 and this covers each and every aspect

that is required for running a football league in a single city. As the number of cities increases in a month, this cost automatically doubles. The break up of this costing is mentioned in the table below with the element and the cost per unit. This amount that has to be given to the event company will be given 50% in advance prior to the event in a single city and the remaining 50% will be paid post completion of the league in a specific city.

Element	Qty	Days	Total qty	Cost per Unit	Total cost
Volunteer weekday	6.00	21.00	126.00	₹500.00	₹63,000.00
Volunteer weekend	10.00	5.00	50.00	₹500.00	₹25,000.00
Photographer	1.00	26.00	26.00	₹2,500.00	₹65,000.00
Youtube broadcast	4.00	5.00	20.00	₹4,000.00	₹80,000.00
Youtube broadcast	1.00	19.00	19.00	₹4,000.00	₹76,000.00
Physio	1.00	26.00	26.00	₹1,200.00	₹31,200.00
Sound (Speaker /mic)	1.00	26.00	26.00	₹4,000.00	₹104,000.00
Light	5.00	26.00	130.00	₹150.00	₹19,500.00
Branding	15.00	26.00	390.00	₹20.00	₹7,800.00
Physio desk	1.00	26.00	26.00	₹500.00	₹13,000.00
Backdrop	1.00	100.00	100.00	₹25.00	₹2,500.00
Registration Desk	2.00	26.00	52.00	₹250.00	₹13,000.00
Medal	403.00	1.00	403.00	₹25.00	₹10,075.00
Trophies	16.00	1.00	16.00	₹3,000.00	₹48,000.00
Jerseys and food	256.00	1.00	256.00	₹200.00	₹51,200.00
Referees	4.00	21.00	84.00	₹1,500.00	₹126,000.00
Referee weekend	12.00	5.00	60.00	₹1,500.00	₹90,000.00
Chairs	100.00	26.00	2,600.00	₹5.00	₹13,000.00
Transportation	4.00	1.00	4.00	₹1,000.00	₹4,000.00
Referee food	1.00	132.00	132.00	₹70.00	₹9,240.00
Score board	1.00	26.00	26.00	₹500.00	₹13,000.00
Social media handler	1.00	26.00	26.00	₹500.00	₹13,000.00
NGO travel	1.00	26.00	26.00		₹10,000.00
Total					₹887,515.00
Agency fees 10%					₹88,751.50
Total payment					₹976,266.50

Table 4.1. (Event company costs break-up)

Similarly as the expense seen above comes mainly during the months of the league, the main income as well comes during the league itself as the teams participating in different categories of the league pay their entry fees. As mentioned in the business model, the entry fees will not be taken from the

NGO teams and so the number of teams paying the entry fee in a single city are 212 teams paying different amounts based on the category and structure of the league. In the table above, the costs for using the ground have not been added as we will be using the ground available in one of the schools or the professional team's spare ground. With the help of partnering with the professional teams, they will offer the ground at a free cost or at a minimal rate. Another option of using the state government football ground is also available as we will be partnering with the AIFF.

Break-even Point :

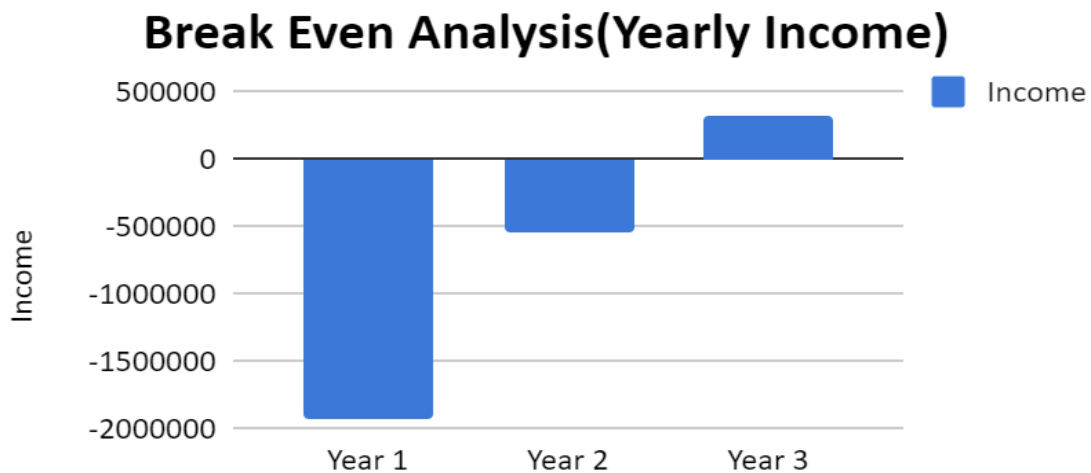


Figure 4.1 (Break- even Analysis)

Break Even Analysis Year 1	
Prepared By:	Company Name:
Melron Mascarenhas	ASTYG League
Gross Margin % of Sales	
Gross Margin	₹6,112,874.17
Total Sales	₹8,720,000.00
Gross Margin/Total Sales	70.10%
Total Fixed Expenses	
Payroll	₹1,620,000.00
Operating Expenses	₹6,424,244.86

Operating + Payroll	₹8,044,244.86
Breakeven Sales in Rupees (Annual)	
Gross Margin % of Sales	70.10%
Total Fixed Expenses	₹8,044,244.86
Yearly Break Even Amount	₹11,475,095.55
Monthly Break Even Amount	₹956,257.96

Table 4.2 (Break even analysis for year 1)

This analysis will help me understand the running of the league financially and how sustainable it is for the future. As shown in the figure above, the ASTYG league will be making losses in the first and second year. It will increase the revenue and come into profits from the third year of the business. The break even sales level represents the number of units that must be sold in order to break even. This means revenues are equal to expenses, any unit sold beyond this quantity will allow the company to generate net income. Here, I assumed the total fixed expenses to be Rs. 8,044,244.86 per year which includes payroll, utilities insurance, organizing of the league and other operating expenses.

Sales Forecast:

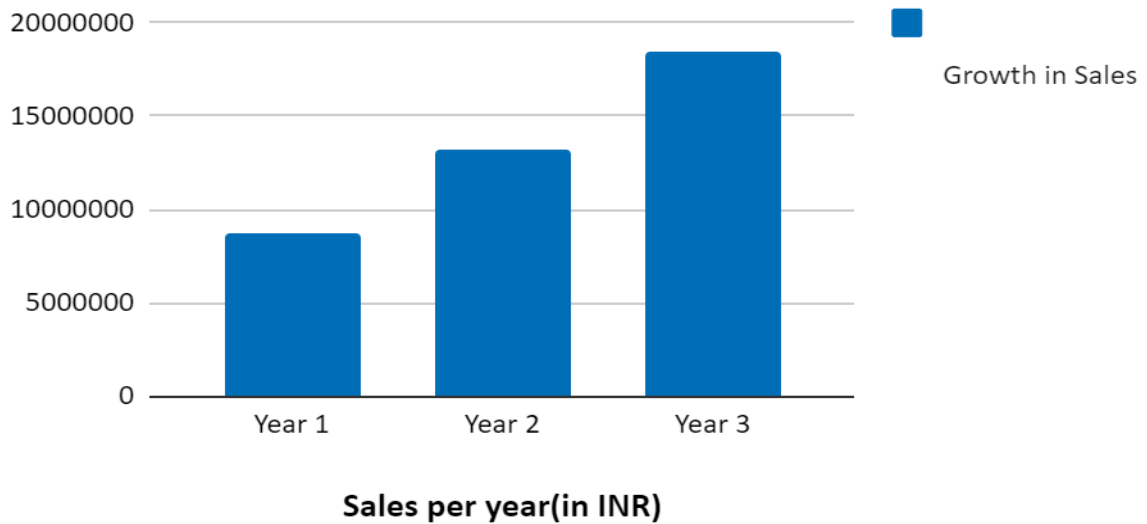


Figure 4.2.

The above mentioned chart projects the sales forecast of three years. As the first year will be in 6 cities, the league will show a growth of 30% and 40% in the next two years respectively. The first year will be slower than usual as the startup will be in a development stage and struggling to become more visible in the market. An increasing growth will be seen as the months pass. The

company's sales increased from the second year of its commencement as additional cities were added to the first six cities. By the third year, the sales have increased even more and the increase in the sales forecast depicts the potential and growth in this business.

The Expense Budget:

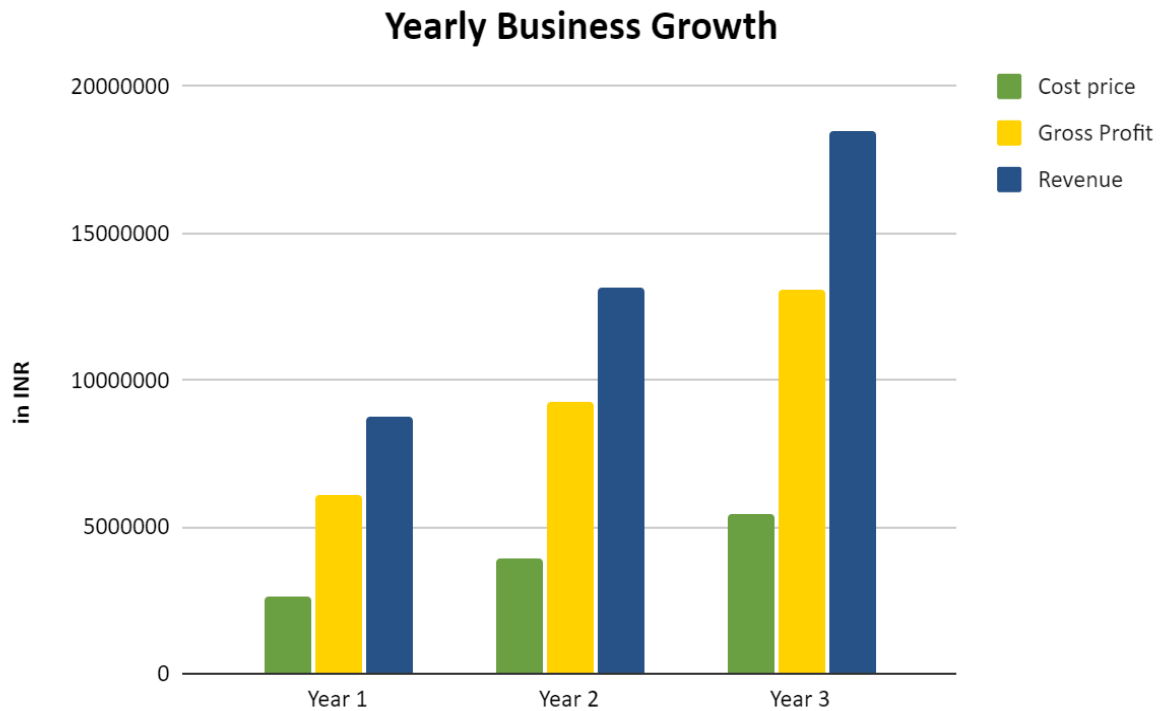


Figure 4.3.

In this figure, we show the estimate of how much costs it will take to achieve the sales which we forecasted. As seen above, the company's cost and revenue has a similar growth due to the cities being doubled every year. The company is expected to be profitable in the third year of its operations, with profits increasing over the forecast period, as the company gets settled and increases its customer base in the country.

Assets and liabilities:

The assets and liabilities section of the league shows all the fluctuations in our assets and liabilities. The cash in hand and the accounts payable are the two variables that change the most as the business keeps expanding every year.

Assets:

ASSETS	First Year	Second Year	Third Year
Current Assets			
Cash	₹3,223,984.75	₹2,948,627.18	₹3,608,037.46
Accounts Receivable	₹0.00	₹0.00	₹0.00
Inventory	₹0.00	₹0.00	₹0.00
Prepaid Expenses	₹62,500.00	₹62,500.00	₹62,500.00
Other Initial Costs	₹0.00	₹0.00	₹0.00
Total Current Assets	₹3,286,484.75	₹3,011,127.18	₹3,670,537.46
Fixed Assets			
Real Estate -- Land	-	-	-
Real Estate -- Buildings	₹0.00	₹0.00	₹0.00
Leasehold Improvements	₹0.00	₹0.00	₹0.00
Equipment	₹180,000.00	₹180,000.00	₹180,000.00
Furniture and Fixtures	₹30,000.00	₹30,000.00	₹30,000.00
Vehicles	₹0.00	₹0.00	₹0.00
Other	₹0.00	₹0.00	₹0.00
Total Fixed Assets	₹210,000.00	₹210,000.00	₹210,000.00
(Less Accumulated Depreciation)	₹167,142.86	₹347,142.86	₹347,142.86
Total Assets	₹3,329,341.00	₹2,873,984.00	₹3,533,394.00

Table 4.3. (Assets)

Liabilities:

LIABILITIES & EQUITY	First year	Second year	Third year
Liabilities			
Accounts Payable	₹260,712.58	₹338,926.36	₹474,496.90
Commercial Loan Balance	₹0.00	₹0.00	₹0.00
Commercial Mortgage Balance	₹0.00	₹0.00	₹0.00
Credit Card Debt Balance	₹0.00	₹0.00	₹0.00
Vehicle Loans Balance	₹0.00	₹0.00	₹0.00
Other Bank Debt Balance	₹0.00	₹0.00	₹0.00
Line of Credit Balance	₹0.00	₹0.00	₹207,205.20
Total Liabilities	₹260,712.58	₹338,926.36	₹681,702.10
Equity			
Common Stock	₹5,000,000.00	₹5,000,000.00	₹5,000,000.00
Retained Earnings	-₹1,931,370.69	-₹2,464,942.04	-₹2,148,307.50
Dividends Dispersed/Owners Draw	₹0.00	₹0.00	₹0.00
Total Equity	₹3,068,629.31	₹2,535,057.96	₹2,851,692.50
Total Liabilities and Equity	₹3,329,341.00	₹2,873,984.00	₹3,533,394.00

Table 4.4. (Liabilities)

Income Statement:

In the income statement shown below, it is clearly visible that that company grows and covers up its losses and initial investment by the first year and it also shows that there is a small amount of profit made. The ratios of losses and profits in the first three years are also mentioned so that it is easier to understand the growth of the league financially.

Revenue	First Year		Second Year		Third Year	
Under 13, Under 15 and Under 18 Boys	₹1,800,000.00		₹2,700,000.00		₹3,746,000.00	
Under 15 and Under 18 Girls	₹1,680,000.00		₹2,520,000.00		₹3,491,600.00	
Open age Boys and Girls	₹1,440,000.00		₹2,160,000.00		₹2,995,200.00	
Corporate Teams	₹3,200,000.00		₹4,800,000.00		₹6,656,000.00	
Sponsors	₹600,000.00		₹1,000,000.00		₹1,600,000.00	
Product 6	₹0.00		₹0.00		₹0.00	
Total Revenue	₹8,720,000.00		₹13,180,000.00		₹18,488,800.00	
Cost of Services Sold						
Under 13, Under 15 and Under 18 Boys	₹442,719.48		₹664,079.22		₹921,348.43	
Under 15 and Under 18 Girls	₹590,292.64		₹885,438.96		₹1,226,824.87	
Open age Boys and Girls	₹1,180,585.28		₹1,770,877.92		₹2,455,617.39	
Corporate Teams	₹393,528.43		₹590,292.64		₹818,539.13	
Sponsors	₹0.00		₹0.00		₹0.00	
Product 6	₹0.00		₹0.00		₹0.00	
Total Cost of Services Sold	₹2,607,125.83	29.90%	₹3,910,688.75	29.67%	₹5,422,329.82	29.33%
Gross Margin	₹6,112,874.17	70.10%	₹9,269,311.25	70.33%	₹13,066,470.18	70.67%
Payroll	₹1,620,000.00		₹1,620,000.00		₹1,701,000.00	
Operating Expenses						
Advertising with Social Media	₹100,000.00		₹100,000.00		₹100,000.00	
Car and Truck Expenses	₹0.00		₹0.00		₹0.00	
Outsourced event services	₹5,857,602.00		₹7,614,882.60		₹10,660,835.64	
Contract Labor (Not included in payroll)	₹0.00		₹0.00		₹0.00	
Insurance (other than health)	₹24,000.00		₹24,000.00		₹24,000.00	
Legal and Professional Services	₹3,500.00		₹0.00		₹0.00	
Licenses	₹8,000.00		₹0.00		₹0.00	
Office Expense	₹0.00		₹0.00		₹0.00	
Rent or Lease -- Vehicles, Machinery, Equipment	₹0.00		₹0.00		₹0.00	
Rent or Lease -- Other Business Property	₹240,000.00		₹240,000.00		₹240,000.00	

Repairs and Maintenance	₹0.00		₹0.00		₹0.00	
Supplies	₹0.00		₹0.00		₹0.00	
Travel, Meals and Entertainment	₹0.00		₹0.00		₹0.00	
Utilities	₹24,000.00		₹24,000.00		₹24,000.00	
Miscellaneous	₹0.00		₹0.00		₹0.00	
Other Expense 1						
Other Expense 2						
Total Operating Expenses	₹6,257,102.00	71.76%	₹8,002,882.60	60.72%	₹11,048,835.64	59.76%
Income (Before Other Expenses)	-₹1,764,227.83	-20.23%	-₹353,571.35	-2.68%	₹316,634.54	1.71%
Other Expenses						
Amortized Start-up Expenses	₹0.00		₹0.00		₹0.00	
Depreciation	₹167,142.86		₹180,000.00		₹0.00	
Interest						
Commercial Loan	₹0.00		₹0.00		₹0.00	
Commercial Mortgage	₹0.00		₹0.00		₹0.00	
Credit Card Debt	₹0.00		₹0.00		₹0.00	
Vehicle Loans	₹0.00		₹0.00		₹0.00	
Other Bank Debt	₹0.00		₹0.00		₹0.00	
Line of Credit	₹0.00		₹0.00		₹0.00	
Bad Debt Expense	₹0.00		₹0.00		₹0.00	
Total Other Expenses	₹167,142.86	1.92%	₹180,000.00	1.37%	₹0.00	0.00%
Net Income Before Income Tax	-₹1,931,370.69		-₹533,571.35		₹316,634.54	
Income Tax	₹0.00		₹0.00		₹0.00	
Net Income/Loss	-₹1,931,370.69	-22.15%	-₹533,571.35	-4.05%	₹316,634.54	1.71%

Table 4.5 (Income statement for 3 years)

Conclusion of Finances:

Based on the financial projections, an initial investment of Rs 5,000,000 is sufficient to start the business. No additional investors or loans are required. With the continuous growth of the league and with additional cities getting involved over the years, the initial investment gets reimbursed by the third year sales and the company starts making profits. The profits will continuously improve as and when more cities get involved and more sponsors come on board.

5. Conclusion

In this topic, I would like to mention that the ASTYG league alone will not be able to eradicate the problems in the sports industry in India but will give the country a steady growth as it will have a growth for young athletes which is one of the most important targets as the kids that are talented and get selected, will go through a proper phase of training where he will be taught football right from the basics to the core activities.

There are many youngsters playing football and are being taught by academies or people who have secured a teaching license in India, but the kids do not really learn from them as those coaches who get a basic license from India achieve that license in 5 days. So they do not get the knowledge of teaching a young kid but instead they only get a few ideas which they can use. Those coaches are indeed helping football grow by making kids play, but to make a player reach professional, they need the knowledge of how to properly shape a player. In India, where coaches achieve a license in 5 days, the basic license in Spain can be passed by attending a course which takes 4-5 months and they then have to show a minimum number of coaching hours before they can apply for another license. Whereas in India, they can do the first license in 5 days and then apply for the second license which takes only 15 days. (Vazquez Interview, 2021).

The coaches that are a part of the ISL and I-League teams are high level coaches from India or are from different countries where they learn coaching in a proper structured manner so that they can help football players grow. So players that play well can get the chance to be picked up by these clubs so they will have the opportunity to learn the foundation of football at a young age and grow step by step. Firmin D'souza, a former coach of the U-18 premier league team says that the teams in the English premier league follow a structure where youth teams have to train in each and every formation so that they can one day easily adapt to new coaches and new teams. A similar structure is being implemented in the ISL youth teams so that the players can play the same way (D'souza Interview, 2021).

As many interviews mentioned, one of the main problems in youth football is that the players do not get enough matches to play football. The league will be held in a group plus knockout format. The league will help increase the tally of matches by making the players play 11 a side fixtures more and accordingly develop their performance.

I would now like to conclude by saying that, this business model will have a slow but steady and a good growth in the football industry in India. With the help of the football governing body and the professional teams, the young players can one day be professionals. The league will help improve the recognition of the game steadily over the years as more and more people will get involved in the game as they will have a pathway for them to follow.

Venues will be built in cities where the population is less and space is ample. In the years to follow each and every city and school would want to be a part of the league.

By having the league broadcasted and properly marketed, we will be able to attract more sponsors for the league and increase our revenues. The numbers speak for themselves, the increase in profits by the third year proves that the industry and this league has the potential to reach the target markets. Furthermore, it will also be beneficial to run the business with the help of the event company that will look after all the operational aspects of the business.

The key points for this business model is to get the partners on board so that with their specific reputations, the league can attract sponsors, participants and eventually reach its mission and be financially sustainable. If this is done correctly, the league can be a successful IPR in the world of sports which will eventually be known internationally.

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Appendices

Interviewees

The interviews taken during the study of my thesis has helped me in writing my work. The interviewees are mentioned below along with their name and position.

1. **Saul Vazquez** -
Senior specialist in football projects development LaLiga.
Former Technical head LaLiga football schools India.
2. **Firmin D'souza** -
India Under 15 Women's coach.
Junior I-league team owner.
Former coach of Premier league team Scholars (Under 18).
3. **Floyd Pinto** -
Former India Under 20 Men's coach.
Current I-League coach.
4. **Nagendar Singh** -
Senior Manager - A Team Sports and Events Pvt Ltd.
5. **Anonymous Interview 1** -
Professional team founder.
Grassroots coordinator and Under 13 coach - ISL team.
6. **Anonymous Interview 2** -
Assistant technical director (State level) - FCB escola
7. **Akshay Modak** -
Professional Footballer in India and now in Spain