



Bharatiya Vidya
Bhavan

BHAVAN'S VIVEKANANDA COLLEGE
OF SCIENCE, HUMANITIES & COMMERCE
DEPARTMENT OF MANAGEMENT STUDIES

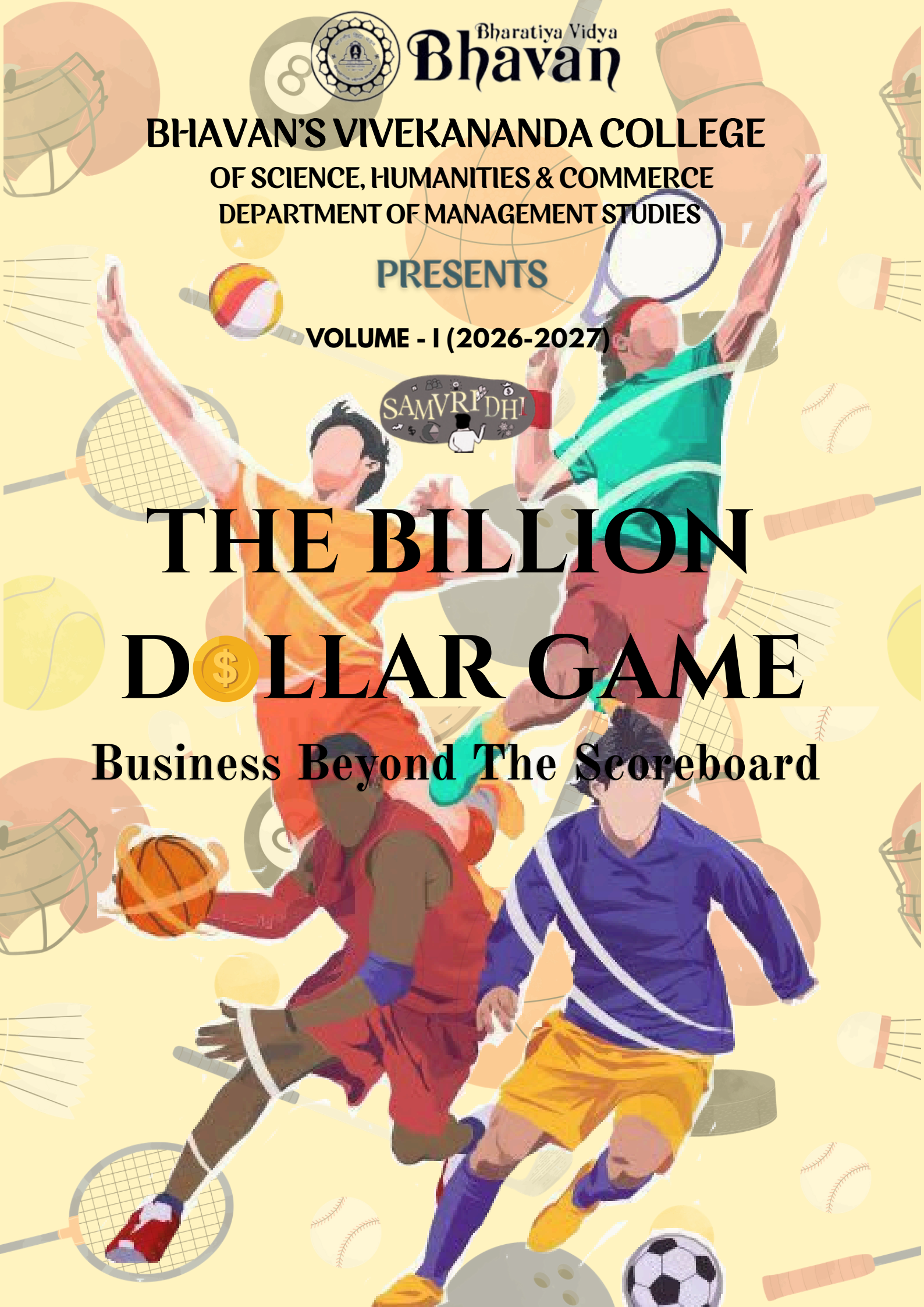
PRESENTS

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THE BILLION DOLLAR GAME

Business Beyond The Scoreboard



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FOREWORD

Sport has evolved far beyond the boundaries of stadiums and scoreboards. What was once viewed primarily as recreation or competition has become a global industry that influences economies, shapes cultures, and inspires millions. **“The Billion Dollar Game: Business Beyond the Scoreboard”** explores this remarkable transformation, revealing how sports today represent one of the world’s most dynamic business ecosystems.

From billion-dollar broadcasting rights and sponsorship agreements to merchandising, digital media, and athlete branding, the modern sports industry extends far beyond the action on the field. Every tournament, franchise, and sporting event is supported by a complex network of finance, marketing, technology, analytics, and strategic management. As fan engagement continues to evolve through social media, streaming platforms, and emerging technologies, the business of sport has become increasingly innovative and influential.

The rise of professional leagues, esports, sports tourism, and data-driven decision-making has further expanded the industry’s horizons. Behind every successful athlete stands an ecosystem of managers, analysts, coaches, sponsors, broadcasters, and entrepreneurs working together to create value. Discussions surrounding sports investments, franchise management, revenue generation, governance, and sustainability demonstrate that sport today is as much about strategy and leadership as it is about athletic excellence.

At the human level, sport remains a powerful force for unity, resilience, and inspiration. It transcends language, geography, and culture, bringing communities together while encouraging discipline, teamwork, and perseverance. At the same time, conversations around mental health, athlete welfare, gender equality, ethical leadership, and fair play remind us that sustainable success requires balancing commercial growth with social responsibility.

Technological advancements such as artificial intelligence, performance analytics, wearable devices, virtual reality, and blockchain are redefining how athletes train, organizations operate, and fans experience sports. Simultaneously, environmental sustainability, inclusivity, and responsible governance are becoming central priorities, ensuring that the future of sport is built on innovation as well as integrity.

Through these diverse perspectives, this edition of Samvridhi presents sport not merely as entertainment, but as a powerful driver of business, innovation, and societal progress. It reflects the curiosity, creativity, and analytical thinking of contributors who seek to understand the economic and managerial forces shaping one of the world’s fastest-growing industries.

We hope this compilation encourages readers to look beyond the scoreboard and appreciate the vision, strategy, and enterprise that power the billion-dollar game. May these pages inspire thoughtful discussion, fresh perspectives, and a deeper understanding of the ever-evolving relationship between sports and business.

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HOW SPORTS BECAME BILLION-DOLLAR INDUSTRY

-KARTHIK
1HBIA

Sports are not just source of entertainment, there are also a way to means for large amount of people through the businesses running behind it. Sports has the power to convert its fanbase into customers by creating an ecosystem. Players are paid to play; fans buy tickets, experiences and merch and it also became a spotlight for multiple brands to showcase themselves in front of billions of audiences. Together these factors contributed in making the sports market into a billion-dollar industry. Here's all ways sports made billions of dollars

1) Global Reach At olden days sports only was seen live which restricted reach but due to development of technology it gave larger access to cover people from four direction by ways of television and internet with the help of satellite connection everyone could cheer their teams and support from home itself and the visual quality is increasing overtime which gives audience better experience, so all these factors contributed to larger global reach

2) Broadcasting Rights This is the biggest source of revenue to any sports the price of broadcasting Rights is decided based on the demand for that sport in a region by people so the sports organizing committee sells the broadcasting Rights which means they can officially display the sport on their platforms for which audience pay in such way the number of broadcasting Rights they sell, the revenue increase for that industry.

3) Sponsorships and Brand Partnerships Companies invest enormous amounts to associate their brands with successful teams and athletes. Logos appear on jerseys, stadiums, equipment, and digital platforms. These partnerships increase brand visibility while providing sports organizations with a steady stream of income.

4) Ticket Sales and Matchday Experience Although broadcasting reaches millions, stadiums remain an important source of revenue. Fans pay for tickets, premium seating, parking, food, beverages, and exclusive experiences. Modern stadiums are designed to maximize fan spending beyond just the match itself.

5) **Merchandise and Licensing** Supporters proudly wear jerseys, scarves, caps, and other official merchandise. Clubs also license their logos for use in toys, video games, accessories, and collectibles. Loyal fans continue purchasing products year after year, creating a reliable source of income.

6) **The Rise of Superstar Athletes** are no longer just competitors they are global brands. Their popularity attracts sponsorships, advertising campaigns, and millions of followers on social media. Players like Lionel Messi, Cristiano Ronaldo, LeBron James, and Virat Kohli generate enormous commercial value beyond their performances on the field.

7) **Social Media and Digital Platforms** Social media has allowed sports organizations and athletes to connect directly with fans worldwide. Behind-the-scenes content, highlights, interviews, and live interactions keep audiences engaged every day, creating new opportunities for advertising and digital revenue.

8) **Sports Betting Partnerships and Fantasy sports** Many leagues partner with legal betting companies, earning sponsorship fees, advertising revenue, and official data licensing. The growth of online betting has become a significant source of income in countries where it is legal. Fantasy leagues keep fans engaged throughout a season. Platforms generate revenue through entry fees, advertisements, subscriptions, and partnerships with sports leagues.

THE BUSINESS OF CRICKET: FROM STADIUMS TO STREAMING

– MAHIMA
BBA 3B

Cricket has evolved far beyond a sport or a source of entertainment. It is now a sprawling global industry valued at billions. Global cricket revenues totalled \$3.84 billion in 2025 and are projected to reach 4.21 billion dollars by 2029, driven by franchise leagues, digital media, and an ever-expanding fanbase.

Live cricket, remains a powerful revenue generating engine. Franchise leagues sell not just tickets but experiences such as premium hospitality boxes, in-stadium activations, and sponsorship hoardings command premium rates. Each IPL match generated approximately ₹25–30 crores in direct local economic activity, including hotels, restaurants, transport, and entertainment spending by visitors and teams. New infrastructure investment is also surging as the demand for the game and the infrastructure continues to grow.

Television and digital rights are the real goldmines. The IPL media rights market fundamentally split between television and streaming, with deals running into billions of dollars per cycle. Broadcasting rights represent the largest cricket revenue stream, valued at \$6.2 billion, with media companies competing fiercely knowing the IPL delivers unmatched viewership numbers consistently. The cricket streaming segment is expected to grow at a faster rate than other sports between 2025 and 2030, fuelled by high-profile events like the IPL and ICC World Cup, and accelerated by 5G infrastructure and OTT expansion in cricket-loving regions.

The ICC's total revenue reached \$756.3 million in 2025, with the Men's Champions Trophy alone generating \$638.4 million, 84% of the ICC's entire annual revenue. Yet wealth remains concentrated: the top three cricket nations India, Australia, England receive 50% of total ICC revenue distribution, roughly \$300 million annually.

The IPL alone was valued at \$18.5 billion in 2025, placing it in the vicinity of the world's top sports brands. With digital fan products, women's cricket, and global storytelling gaining momentum, cricket's business model is maturing rapidly, turning passion into profit, with every streaming click at a time.

INSIDE THE IPL ECONOMY: WHERE THE MONEY COMES FROM

-TUPAKULA VAISHNAVI GOUD
BBA 1B

For the most cricket fans, the Indian premier league is all about star players thriller finishes. But behind this excitement there is a billion-dollar business that is turning cricket into a major sporting business. The IPL is not just a tournament it is a financial powerhouse.

A major share of IPL's revenue comes from [1]broadcasting rights. Television networks, digital steaming platforms (OTT platforms like Jio Hotstar, Sony LIV) pay a huge amount to secure rights to air matches because for every season there is an increase in excitement among public for IPL matches as it makes many people to watch the matches. Advertisements shown during the matches generates huge profits.

Sponsorships are another important source of income. From title sponsors to official partners, many well- known brands invest heavily in IPL to reach its audience. Team jerseys, stadium building, advertising help companies increase visibility while providing financial support to league and franchise. Ticket sales and match-day experiences also play a significant role in generating revenue. Stadiums bring in revenue through ticket- bookings, food, beverages and official merchandise. Fans buy jerseys, caps, flags to support teams also adds in rising the revenue.

Franchises also earn through brand partnerships, licensing deals, and prize money. Successful teams often attract more sponsors and build loyal fan bases like (RCB, CSK, SRH) as it increases their market value. At the same time IPL also generates employment for many people including event managers, local vendors, broadcasters, hospitality staff and security personnel.

The IPL proves that sport today is much more than the entertainment. IPL has become a successful business industry that benefits players, businesses and the Indian economy. Every match played on the field represents smart planning, strategic investment to increase the income and it continues to grow year after year.

SPORTS SPONSORSHIPS: WHY BRANDS PAY MILLIONS

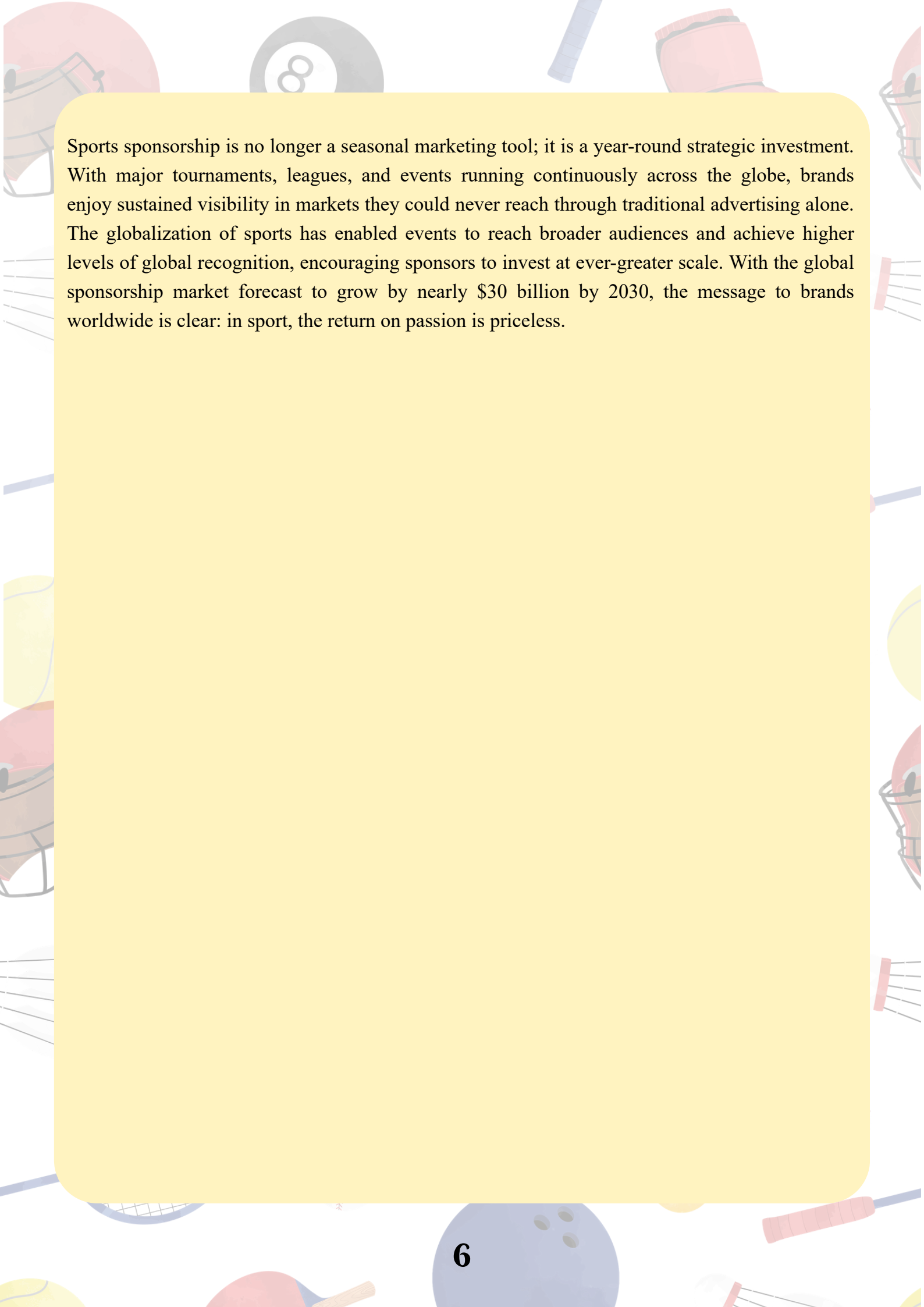
–MAHIMA
BBA 3B

In the world of modern marketing, few investments rival the power of sports sponsorships. The Sports Sponsorship Market was valued at \$114.47 billion in 2025 and is projected to reach \$123.25 billion in 2026, with no signs of slowing down. But what exactly compels brands to write cheques with so many zeroes? The answer lies in a potential mix of visibility, emotion, and data.

Sports deliver customer and audience base that no other medium can replicate. The 2026 FIFA World Cup is expected to become the largest tournament in the competition's history, spanning 16 cities, 48 national teams, and 104 matches with FIFA estimating more than 6.5 million visitors travelling across host cities during the tournament. For sponsors, that translates to billions of eyes on their logos. Through placements on jerseys, buildings, and advertising material, sponsors gain enormous visibility at the venue, on TV, and online, becoming part of the action itself.

Sports uniquely tap into fan passion. Brands that align with beloved teams or athletes inherit a slice of that loyalty. Industry analysts increasingly view global sports sponsorship investments as long-term consumer engagement strategies rather than traditional media buys, with brands placing greater emphasis on cultural relevance, experiential marketing, and sustained connection.

Few sports have transformed their commercial appeal as dramatically as Formula 1. In the years since Drive to Survive started streaming on Netflix, Formula 1 has experienced an unprecedented explosion in popularity worldwide, and in 2025, a growing number of marketers caught onto the trend yet there are still plenty of opportunities on the track. F1's global calendar spanning 24 races across five continents gives sponsors a uniquely diverse, high-income, and deeply engaged audience week after week. Tech firms, luxury brands, financial institutions, and energy companies all compete fiercely for space on liveries and pit walls, knowing that an F1 partnership signals prestige, innovation, and global ambition in a single image.



Sports sponsorship is no longer a seasonal marketing tool; it is a year-round strategic investment. With major tournaments, leagues, and events running continuously across the globe, brands enjoy sustained visibility in markets they could never reach through traditional advertising alone. The globalization of sports has enabled events to reach broader audiences and achieve higher levels of global recognition, encouraging sponsors to invest at ever-greater scale. With the global sponsorship market forecast to grow by nearly \$30 billion by 2030, the message to brands worldwide is clear: in sport, the return on passion is priceless.

HOW ATHLETES BUILD PERSONAL BRANDS BEYOND THE GAME

- BHARATH,
MBA 1B

For decades, an athlete's legacy was defined solely by stat sheets, championship rings, and record books. But in the modern digital era, the game is no longer the final frontier. Today, the most successful athletes understand that their athletic performance is merely the entry ticket; their personal brand is the long-term investment.

1. Authentic Storytelling (The "Why")

Fans are immune to polished PR fluff. They crave vulnerability and realness. Athletes who share their personal journeys—the struggles, the failures, and the cultural roots that shaped them create an emotional anchor. By controlling their own narrative through documentaries, podcasts, or raw social media posts, they invite fans into their lives, making their success feel shared.

2. Strategic Business Ventures (The "How")

Athletes are no longer just endorsers of other people's products; they are founders and investors. By launching their own apparel lines, investing in tech startups, or acquiring stakes in sports teams, they signal that they are thinkers, not just doers. This shifts their identity from "employee" (of a team) to "entrepreneur" (of their own future).

3. Social Impact (The "Legacy")

A brand that only takes is eventually forgotten. Athletes who build foundations, fund scholarships, or advocate for policy changes create a lasting footprint. When an athlete uses their platform to amplify a cause greater than themselves, their brand evolves from a commercial asset into a social movement.

Air Jordan Story

No athlete has built a personal brand that outlives their playing career quite like Michael Jordan. While LeBron James represents the modern playbook, Jordan was the original architect he didn't just play the game; he fundamentally rewrote the relationship between athletes, commerce, and culture.

Michael Jordan proved that the most powerful brand isn't built on self-promotion, but on undeniable excellence, smart business choices, and the rare ability to let the legend speak for itself. He didn't just build a brand beyond the game he built a blueprint that every athlete since has tried, and largely failed, to copy.

THE RISE OF SPORTS STARTUPS AND SPORTS TECH

-REBECCA VUBA
BBA 2H

For decades, sports were defined by what we saw on the field: goals, records, and raw talent. Today, that's only half the story. Behind the scenes, a new wave of startups and technology companies is reshaping how we train, compete, watch, and manage sports at every level.

But now, the whole scene has changed. Big data analytics and AI have enabled the tracking of performance to the tiniest millisecond. Fans of today's age don't just want to see the game; they want interactive experiences with multiple camera angles and stats. The sports industry is as big as it gets, but when you combine sports with technology, new revenue can be generated in sectors you did not even think of before.

These are the key areas where sports tech startups are thriving -

1. Athlete Performance and Wearables

From GPS vests to smart rings and jerseys, startups are building tools that monitor load, sleep, and recovery. What started in pro leagues is now reaching colleges, academies, and amateur athletes who want to train like pros.

2. Fan Engagement and Media

AI-generated highlights, AR/VR viewing, fantasy platforms, and direct-to-fan apps are changing how we consume sports. Instead of a one-size-fits-all broadcast, fans can choose the commentary, stats, and angles they care about most.

3. Analytics and Coaching Tools

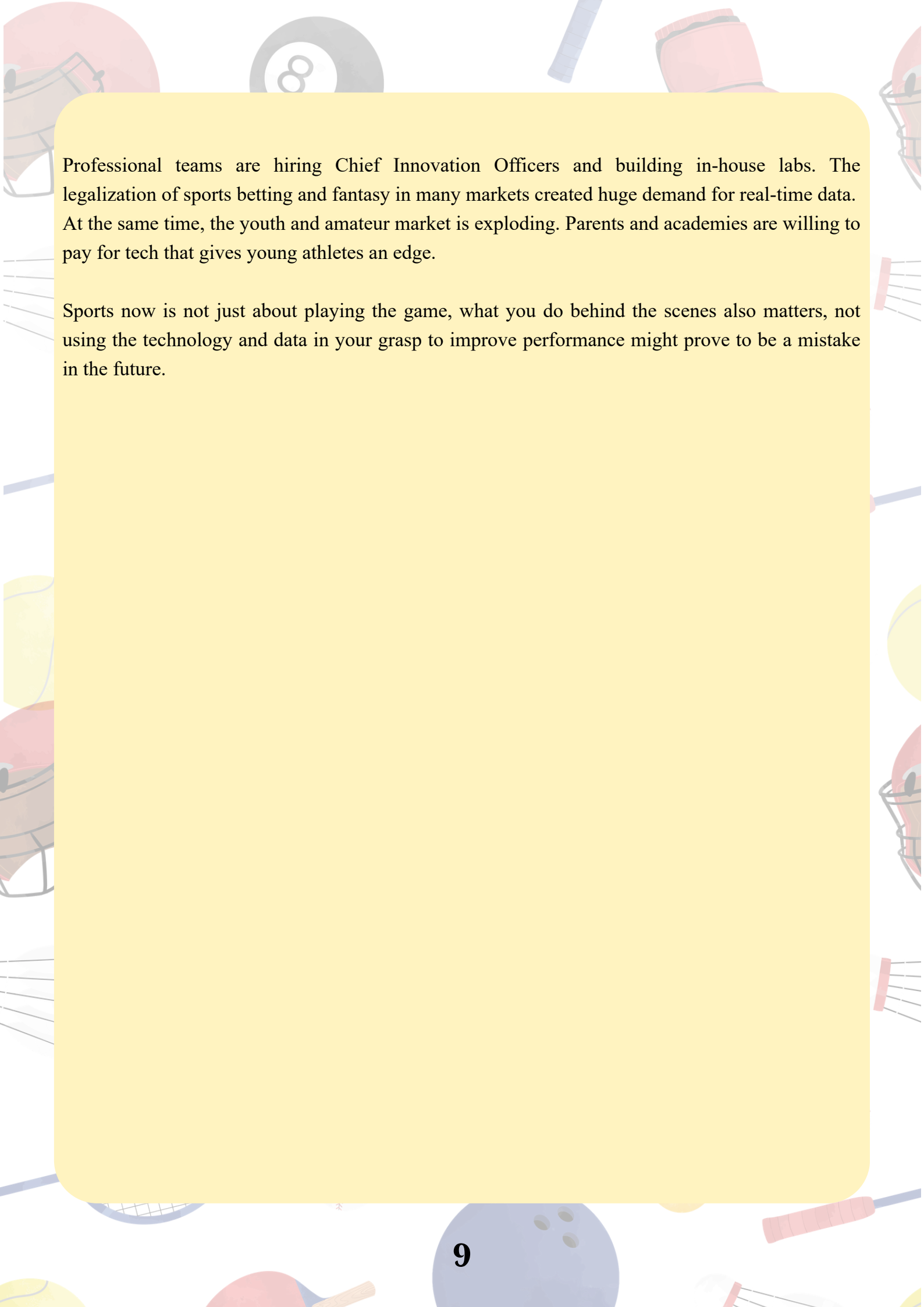
AI can now break down hours of game film in minutes. It tracks player movement, shot selection, and tactical patterns. Tools once reserved for the NBA or Premier League are now available to school and youth coaches.

4. Sports Health and Recovery

Post-2020, there's been a surge in startups focused on rehab devices, mental wellness apps, and recovery tech. The goal has shifted from just winning to helping athletes play longer and healthier.

5. Operations and Management

Running a league is becoming a software problem. Startups are digitizing ticketing, stadium operations, grassroots league management, and even athlete marketplaces. The aim is to make sports administration as smooth as running a SaaS product.



Professional teams are hiring Chief Innovation Officers and building in-house labs. The legalization of sports betting and fantasy in many markets created huge demand for real-time data. At the same time, the youth and amateur market is exploding. Parents and academies are willing to pay for tech that gives young athletes an edge.

Sports now is not just about playing the game, what you do behind the scenes also matters, not using the technology and data in your grasp to improve performance might prove to be a mistake in the future.

BROADCASTING RIGHTS: THE BIGGEST REVENUE GENERATOR IN SPORTS

**- IRAGANI SANGEETHA
MBA 1A**

THE BUSINESS BEHIND THE GAME

In today's sports industry, the action on the field is only one part of a much larger business ecosystem. Major sporting events generate revenue through sponsorships, ticket sales, merchandise, advertising, and, most importantly, broadcasting rights. Over the years, broadcasting has become one of the biggest financial engines of modern sports.

What Are Broadcasting Rights?

Broadcasting rights are legal agreements that give television networks and digital platforms permission to broadcast live matches, highlights, interviews, and other sports-related content. Since major sporting events attract millions of highly engaged viewers, broadcasters compete intensely to acquire these rights. This makes live sports extremely valuable to advertisers and sponsors.

The IPL: A Powerful Indian Example

The Indian Premier League (IPL) is one of the best examples of the commercial power of broadcasting rights. Since its launch in 2008, the IPL has grown from an eight-team cricket tournament into one of the world's most valuable sports properties. In 2022, its media rights for the 2023–2027 cycle were sold for a record ₹48,390.32 crore. This demonstrates the enormous financial value of live sports and the power of viewer attention.

The Digital Revolution

Digital technology has transformed sports viewing through streaming, live statistics, instant replays, multiple camera angles, and personalized content. These innovations have created new revenue streams through subscriptions and digital advertising.

Broadcasting revenue supports players, prize money, stadiums, technology, and grassroots development. Despite challenges such as piracy and rising costs, broadcasting rights remain a major financial force connecting athletes, leagues, media companies, sponsors, and fans.

FANTASY SPORTS AND ONLINE GAMING: A NEW BUSINESS REVOLUTION

- IRAGANI SANGEETHA
MBA 1A

Fantasy sports and online gaming have evolved from simple forms of entertainment into important parts of the modern digital economy. The widespread use of smartphones, affordable high-speed internet, and digital payment systems has changed the way people engage with sports and entertainment.

Active Fan Engagement

Fantasy sports allow users to create virtual teams by selecting real-life players from actual sporting events. The performance of these players in live matches determines the points earned by the virtual team. For example, in fantasy cricket, users can select batsmen, bowlers, all-rounders, and wicketkeepers. Their performance in the actual match affects the user's score and position in the contest.

Thus, fantasy sports make fans more actively involved in sports. Instead of simply watching a match, users follow player statistics, performances, and match strategies. This makes fantasy sports an interactive and skill-based form of entertainment.

Real Match Performance → Real-Time Statistics → Fantasy Points → Contest Rankings **Growth of Online Gaming and Esports**

Online gaming includes mobile games, strategy games, multiplayer games, and esports. With the availability of high-speed internet, players from different parts of the world can compete with each other in real time.

Gaming has now developed into a professional industry. Esports tournaments attract professional players, large audiences, sponsors, and advertisers. Online streaming has also created new opportunities for gamers and content creators.

Business Opportunities and Revenue

Fantasy sports and online gaming have created several business opportunities. Companies earn revenue through:

- Contest and platform fees
- In-app purchases
- Advertisements
- Sponsorships
- Subscriptions
- Brand partnerships

For example, during a popular cricket tournament, a fantasy sports platform can attract millions of users. This increases advertising and sponsorship opportunities. Similarly, gaming companies earn revenue by selling virtual items, premium features, and upgrades within games.

Impact on Sports and Employment

Fantasy sports have increased fan engagement and sports viewership. Users often follow matches more closely when their selected players are part of their fantasy teams. This benefits sports leagues, broadcasters, advertisers, and sponsors.

The industry has also created employment opportunities for software developers, game designers, data analysts, digital marketers, content creators, and professional esports players.

Challenges

Despite its rapid growth, the industry faces certain challenges. Excessive gaming may affect productivity and well-being. Cybersecurity, data privacy, responsible gaming, and regulatory issues are also important concerns. Therefore, companies must ensure secure platforms and promote responsible participation.

Fantasy sports and online gaming represent a new business revolution. By combining technology, sports, entertainment, data analysis, and digital commerce, they have created a rapidly growing industry. They have not only changed the way people enjoy sports and games but have also created new businesses, employment opportunities, and revenue models. With continuous technological development, fantasy sports and online gaming are expected to play an even greater role in the future of the digital economy.

THE ECONOMICS OF HOSTING MEGA SPORTS EVENTS

-REBECCA VUBA

BBA 2H

When a city announces it will host the Olympics, FIFA World Cup, or Cricket World Cup, the reaction is usually the same: pride, excitement, and promises of “transformational” economic benefits. But behind the opening ceremony fireworks is a complex economic equation. Where is this money coming from, who is paying and are they benefitting from it?

Where the Money Goes?

Hosting a mega event is expensive, and costs almost always run over budget.

Infrastructure-This is the largest chunk. New stadiums, airports, roads, metro lines, and security systems. Many venues are built specifically for a 3-week event but need to last 30+ years.

Operations-Security, staffing, logistics, broadcasting setup, and technology.

Bidding & Marketing-Cities spend millions just to win the bid, then spend even more to market the event across various advertising areas.

Who benefits from it?

Governments sell mega events on 4 main economic arguments:

A. Tourism and Direct Spending

Hotels, flights, food, merchandise. Visitors inject money directly into the local economy during the event.

B. Infrastructure Legacy

New stadiums, transport, and urban renewal projects that supposedly benefit citizens long after the event.

C. Brand and Investment

“City branding.” Hosting puts a city on the global map and can attract future investment, companies, and tourists.

D. Jobs

Construction jobs before the event, and hospitality/event jobs during it. Organizers often claim hundreds of thousands of jobs created.

But the reality is something else. Tourism benefits by getting new customers in sports enthusiasts, but the regular tourists are lost who do not like to go to crowded places. Many venues in fact become a little expensive after hosting and hence lose customers. Even the jobs created for the events are temporary and not really paid well. Along with this, most cities take on huge debts to be able to host such large scale events which can take years to be paid back, resulting in all the money going for repayment of debt and not development of the city.

So Why Do Cities Still Bid?

When there are so many disadvantages to this? Why do countries still fight tooth and nail to be able to host? This is because hosting is not a short term investment, it affects areas in the long term as well.

Soft power and prestige-Hosting signals that a country is stable, modern, and capable. It's nation-branding on a global stage.

Forcing infrastructure upgrades-Events create a hard deadline. Governments use them to push through transport and urban projects that were stuck for years.

Private sector opportunities -Broadcasters, sponsors, construction firms, and tech companies make huge profits.

Sports development -Countries like India see cricket World Cups or the Olympics as a way to grow grassroots sport and inspire youth.

New Models: Smarter Hosting-After decades of cost overruns, the model is changing:

Shared hosting: 2026 FIFA World Cup across USA, Canada, Mexico. Spreads cost and uses existing stadiums.

Using existing venues: Paris 2024 and LA 2028 plan to use 95% existing or temporary venues.

Focus on sustainability: Smaller athlete villages, renewable energy, and post-event use plans written into bids.

Tech integration: Data, streaming, and fan engagement startups reduce costs and create new revenue streams.

Hosting mega sports events does not guard growth or success in numbers, but if you look at what's behind them, the infrastructure created, the security put up, the cleaning done, then it can be taken as a huge win for development and growth.

MERCHANDISE MANIA: HOW JERSEYS BECAME MILLION-DOLLAR BUSINESSES

**-TRIPTI AGARWAL
BBA 2 HBIA**

Sports jerseys have evolved from simple team uniforms into a multibillion-dollar global business. Initially designed only for players, jerseys became popular among fans during the 1970s with the rise of replica merchandise. Over time, official licensing, global broadcasting, e-commerce, and athlete branding transformed jerseys into symbols of identity, loyalty, and even valuable collectibles.

Today, the sports merchandise industry is worth billions of dollars and is expected to continue growing steadily over the next decade. Football (soccer) dominates the global jersey market due to its massive fan base, followed by leagues such as the NFL, NBA, MLB, NHL, and cricket tournaments like the IPL. Major clubs and leagues sign long-term contracts with brands such as Nike, Adidas, and Puma, often worth hundreds of millions or even billions of dollars. These partnerships allow companies to manufacture and distribute official jerseys worldwide through online stores, stadium shops, and retail outlets.

Jersey sales generate revenue through multiple channels. Official retail sales remain the primary source, with fans purchasing replica and authentic jerseys featuring their favorite players. Licensing agreements between leagues, teams, and apparel companies ensure that trademarks and logos are legally protected while providing substantial income. Another important source is the memorabilia market, where game-worn jerseys are auctioned for extraordinary prices. Iconic examples include Babe Ruth's "Called Shot" jersey, Michael Jordan's 1998 NBA Finals jersey, Diego Maradona's "Hand of God" shirt, and Lionel Messi's 2022 FIFA World Cup jerseys, all of which sold for millions of dollars due to their historical significance and authenticity.

Athlete branding plays a major role in jersey demand. Jerseys bearing the names of global stars such as Lionel Messi, Cristiano Ronaldo, Stephen Curry, Patrick Mahomes, and Shohei Ohtani consistently become top sellers because fans connect emotionally with these athletes. Social media, television broadcasts, documentaries, and major sporting events further increase visibility and encourage merchandise sales.

Advancements in manufacturing have also contributed to the industry's success. Modern jerseys use lightweight, moisture-wicking, and recycled materials while companies increasingly adopt on-demand production and personalized printing. Fans can customize jerseys with names, numbers, and special editions, increasing both customer satisfaction and company profits. Online platforms and direct-to-consumer sales have made official merchandise accessible to fans worldwide.

However, the industry also faces significant challenges. Counterfeit jerseys remain a major problem, reducing official revenue and violating intellectual property rights. Sports organizations combat this through trademarks, authentication programs, RFID tags, and stronger legal enforcement. Sustainability has become another priority, with brands investing in recycled fabrics and environmentally friendly production methods.

Looking ahead, the future of jersey merchandising appears highly promising. Emerging technologies such as augmented reality, virtual try-ons, digital collectibles, and NFT-linked merchandise are creating new business opportunities. Expanding women's sports, growing fan bases in Asia and Africa, and continued innovation in customization and e-commerce are expected to drive further growth.

In conclusion, sports jerseys have become far more than athletic apparel. They represent fan identity, cultural significance, athlete branding, and commercial success. Through strategic licensing, technological innovation, and global marketing, jerseys have evolved into million-dollar assets and remain one of the most valuable segments of the sports merchandise industry.

Women Redefining the Business of Sports

**-B. AARTHI SHARMA
BBA HBIA**

The stadium was roaring with excitement. As the captain lifted the trophy, millions of fans celebrated the victory. But behind that unforgettable moment stood another team. One that never stepped onto the field. A woman had secured sponsorship deals worth millions, another had planned the tournament's marketing campaign, while another managed the event from behind the scenes. Their names rarely appeared on the scoreboard, yet their contribution was just as significant.

This is the new face of sports. Today, the sports industry is not just about athletes; it is a global business where women are creating an impact as leaders, entrepreneurs, broadcasters, marketers, and innovators.

The growing popularity of women's sports has encouraged companies to invest more than ever before. Tournaments like the Women's Premier League (WPL) and the FIFA Women's World Cup have attracted record viewership, proving that women's sports are not only inspiring but also commercially successful. As a result, brands are increasingly partnering with women athletes and sporting events, recognizing their influence on audiences.

Women are now building successful careers in areas such as:

- Sports Management
- - Marketing & Sponsorship
- - Sports Broadcasting
- - Sports Analytics
- - Athlete Management
- - Sports Entrepreneurship

One of the best examples is Nita Ambani, whose leadership has helped transform the Mumbai Indians into one of the IPL's most successful franchises. Through the Reliance Foundation, she has also invested in grassroots sports, giving young talent a platform to grow. Similarly, tennis legend Serena Williams has stepped into the business world by investing in startups through Serena Ventures, proving that athletes can become successful entrepreneurs too.

Despite these achievements, challenges still exist. Women continue to face unequal pay, fewer leadership opportunities, and limited sponsorship compared to their male counterparts. However, with increasing awareness, better policies, and stronger support from organizations, these barriers are gradually being broken.

The future of sports business belongs to innovation, diversity, and inclusion. As more women step into boardrooms, launch sports startups, and lead global sporting events, they are proving that success in sports is not limited to scoring goals or winning medals. Sometimes, the biggest victories happen far beyond the field.

Women in sports business are not just changing the game they are redefining it for generations to come.

THE BUSINESS BEHIND ESPORTS: THE NEW-AGE SPORTING INDUSTRY

-REBECCA VUBA
BBA 2H

Sports in the 20th century was all about stadiums, positions and broadcasting rights, sports in the 21st century are about servers, streams, marketing and analytics.

Esports (electronic sports) is competitive, organized multiplayer video gaming at a professional level. Operating much like traditional physical sports, it features franchised leagues, global tournaments, and heavily-viewed championships, with popular titles including League of Legends, Valorant, Counter-Strike, and mobile sensations like Free Fire.

Three things made esports scale like traditional sports never could:

Digital native: No stadium needed. A tournament in Seoul can have 5 million viewers in Brazil, India, and Germany at the same time.

Gen Z and Alpha audience: Younger audiences spend more time on Twitch, YouTube, and TikTok than on cable TV. Brands followed them there.

Low barrier to entry: Anyone with a phone and internet can play, train, and even go pro. That created a massive talent + fan pipeline.

Unlike traditional sports, esports has 6 main revenue pillars:

Sponsorships & Brand Partnerships: This is the biggest piece. Tech brands, energy drinks, telecoms, and even banks sponsor teams, leagues, and tournaments.

Example: Red Bull, Intel, Mercedes, and Coca-Cola all have esports deals.

Media Rights & Streaming -Platforms like YouTube, Twitch, and Facebook pay to exclusively stream major tournaments. Ad revenue from millions of live viewers is massive.

Publisher Fees & Game Licensing :Games like Valorant, Dota 2, BGMI, COD Mobile are owned by publishers. They run the official leagues and take a cut of sponsorships, in-game sales, and tickets. Publishers are the “league owners” of esports.

Merchandise & In-Game Sales :Teams sell jerseys like football clubs. But the real money is in-game: weapon skins, character bundles, and battle passes tied to pro teams. Fans buy digital items to support their favorite players.

Ticketing & Events-Stadium events like The International or BGMI Masters Series sell out arenas. Live events also drive tourism and local spending.

Advertising & Content -Creator-driven content, YouTube highlight reels, and influencer players earn from ads, brand deals, and subscriptions.

One thing is to be put in mind,

Esports isn't "the future of sports", its sports for a more digital generation. Nothing can beat the adrenaline rush, stamina and dopamine you get from physical sports, but e sports is a good option for people who want the rush while sitting at the same place and not having to see anyone in person.

Esports companies have understood one thing - Fans don't just want to watch the games, they want to play them, steam it, wear it and show it.

ARTIFICIAL INTELLIGENCE AND DATA ANALYTICS IN MODERN SPORTS

-K.NAKSHATRA
BBA 3B

Artificial Intelligence (AI) and data analytics have transformed sports from being driven mainly by instinct to being powered by data. Today, teams, coaches, and athletes use advanced technologies to improve performance, reduce injuries, and make smarter decisions both on and off the field.

One of the biggest applications of AI is performance analysis. Wearable devices and smart sensors collect data such as speed, heart rate, distance covered, and fatigue levels. AI analyses this information to identify strengths and weaknesses, allowing coaches to create personalized training plans.

Data analytics also plays a major role in match strategy. By studying thousands of previous games, AI can predict opponents' tactics, recommend formations, and highlight key moments where a team can gain an advantage. Sports like football, cricket, basketball, and Formula 1 rely heavily on these insights.

Another important use is injury prevention. AI can detect signs of overtraining and physical stress before they become serious injuries. This helps teams manage player workloads and extend athletes' careers.

Beyond the field, AI enhances the fan experience. Streaming platforms use AI to generate personalized highlights, recommend content, and provide real-time match statistics. Teams also use analytics to understand fan preferences, improve ticket pricing, and strengthen marketing strategies. However, the growing use of AI also raises concerns. Overreliance on data may reduce the importance of human intuition, and collecting athlete data brings challenges related to privacy and security.

The future of sports will likely combine human expertise with AI-powered insights. Rather than replacing coaches and athletes, artificial intelligence serves as a powerful tool that helps them make better decisions, perform at higher levels, and create a more engaging experience for fans.

SPORTS TOURISM: HOW EVENTS BOOST LOCAL ECONOMIES

-K.NAKSHATRA
BBA 3B

Sports tourism has become one of the fastest-growing sectors of the global tourism industry. From international tournaments like the Olympics and FIFA World Cup to national leagues, marathons, and regional championships, sporting events attract thousands of visitors who contribute significantly to the local economy. These events are no longer just about competition; they are powerful drivers of economic growth, employment, and destination branding.

When a city hosts a sporting event, it experiences an influx of athletes, officials, media personnel, and spectators. Visitors spend money on hotels, restaurants, transportation, shopping, and entertainment, generating substantial revenue for local businesses. Small vendors, taxi operators, souvenir shops, and food outlets also benefit from the increased demand, creating opportunities for both established businesses and local entrepreneurs.

Sports events also create employment. Large-scale competitions require event managers, security personnel, volunteers, hospitality staff, medical teams, and technical experts. While many of these jobs are temporary, they provide valuable work experience and boost household incomes during the event period.

Another major advantage of sports tourism is infrastructure development. Governments often invest in improving stadiums, roads, airports, public transport, and communication facilities to accommodate visitors. These improvements continue to benefit local communities long after the event has ended, making cities more attractive for future tourism and business investments.

Beyond economic benefits, sports tourism enhances a destination's global reputation. Successful hosting of major events showcases a city's culture, hospitality, and organizational capabilities to an international audience. This positive exposure encourages future tourists, investors, and businesses to consider the destination, creating long-term economic opportunities.

India has witnessed this impact through events such as the Indian Premier League (IPL), the Cricket World Cup, and the Pro Kabaddi League. These tournaments not only generate significant revenue but also promote domestic travel, encourage local spending, and create business opportunities across multiple industries.

Despite its many benefits, sports tourism also presents challenges. Hosting major events requires substantial financial investment, careful planning, and effective crowd management. If infrastructure is underutilized after the event or costs exceed the economic returns, the long-term benefits may be reduced. Sustainable planning is therefore essential to maximize positive outcomes while minimizing financial and environmental impacts.

FROM LOCAL TALENT TO GLOBAL ICONS: THE BUSINESS OF ATHLETE MANAGEMENT

-TRUPP TH SONI
BBA 2HBIA

Behind every sports superstar is a team that saw potential in them long before anyone else did. The business of managing athletes has changed a lot over time. It is not about negotiating contracts anymore. Now it is about building, protecting and making money from athlete's talents from a young age.

The Scouting Pipeline

It all starts locally. Scouts and agents spend years watching players in tournaments, school leagues and sports academies. They try to find talent before it becomes famous. The key is to think about what a player could be like in the future. This means thinking about how they will develop with coaching, food and marketing. When athletes are first starting out their contracts often focus on helping them improve than making a lot of money right away. They might get bonuses for playing which encourages them to keep getting better. For example, in India, where cricket's very popular people who spot new talent might watch hundreds of games to find one player who could become a star in the Indian Premier League. In football clubs in Europe and South America have programs to develop young players. They might even sign kids young as eight years old and help them develop their skills over time.

Beyond the Game

Nowadays managing athletes is not about their sports career. It is also about building their brand. The best agencies do a lot of things to help athletes. They find sponsors and brands that fit with the athlete's image. They teach athletes how to talk to the media and manage their presence on media. They also help athletes with planning, including investments and insurance. They even help with things like travel, housing and legal issues. An athlete is like a company, a brand and a business in one. The people who manage them have to take care of all these things.

The Global Leap

When an athlete from an area becomes famous around the world everything changes. This might happen when a cricket player from a town in India joins the Indian Premier League or when a football player from Brazil signs with a team in Europe. At this point the team that manages the athlete gets a lot bigger. They add agents, lawyers and brand experts who understand different cultures.

The Numbers Side

The way agents get paid varies. Usually they get a percentage of the athletes contract, which can be between 4 and 10 percent. For sponsorships they might get a higher percentage. Big agencies like CAA and Wasserman have experts who work with each athlete. These experts include lawyers, social media managers and nutritionists. When an athlete has management they can earn a lot more money than they would on their own. In fact they can earn three to five times more. They can also keep earning money after they stop playing sports if they plan well.

The Human Element

At its heart athlete management is about relationships. The best agents are like friends, career advisors and sometimes even like family to the athletes. They help athletes make decisions and support them when things get tough. When an athlete is young and signs their professional contract they are putting their trust in their agent. The best agents remember this. Always try to do what is best for the athlete.

The journey from being a talent to a global icon is not just about being good at sports. It is about having the support team, including scouts, marketers, lawyers and people who care about the athlete. All these people help turn an athletes potential into a lasting legacy. Athlete management is a business that requires a lot of hard work and dedication.. When it is done well it can help athletes achieve their dreams and become successful both on and, off the field.

HOW SOCIAL MEDIA CHANGED SPORTS MARKETING FOREVER

**-SAHITHI SAHASRA
BBA**

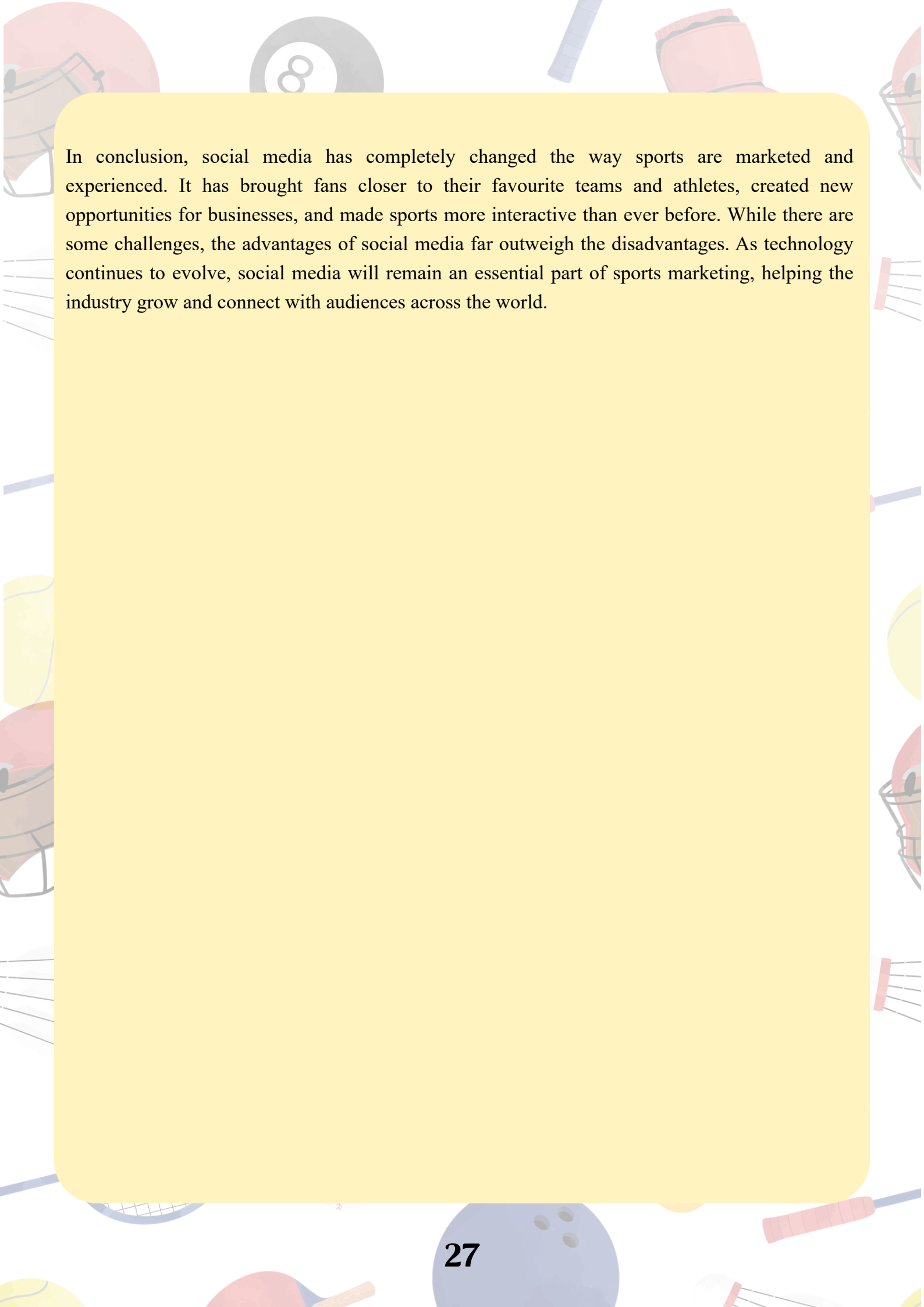
Sports marketing has experienced a remarkable change over the past decade, due to the rise of social media. Platforms such as Instagram, X, Facebook, YouTube, and TikTok have changed the way teams, athletes, and brands communicate with fans. What was once dependent on television, newspapers, and radio has now become instant, interactive, and global. Social media has revolutionized sports marketing by creating stronger fan engagement, expanding global reach, and opening new opportunities for athletes and businesses.

One of the biggest changes brought by social media is direct communication between athletes, teams, and fans. Instead of relying on traditional media, athletes can now share updates, training sessions, match preparations, and personal moments directly with their followers. Fans can like, comment, share posts, and even participate in live interactions, creating a stronger emotional connection with their favourite sports personalities.

Another major change brought by social media is the way fans experience sports in real time. Instead of waiting for television broadcasts or newspaper reports, fans can now watch match highlights, check live scores, read instant updates, and enjoy behind-the-scenes moments within seconds. Teams and athletes regularly post training videos, locker-room celebrations, interviews, and personal stories, making fans feel like they are part of the journey rather than just spectators. This constant interaction keeps audiences engaged even when there are no matches being played.

For businesses and sponsors, social media has become one of the most effective marketing tools. Companies can promote their products through sports personalities who already have millions of loyal followers. Since people often trust recommendations from their favourite athletes, these promotions feel more genuine and have a greater impact than traditional advertisements. Social media also allows brands to target specific audiences based on their interests, making marketing campaigns more efficient and cost-effective.

However, the growing influence of social media also comes with certain challenges. News and opinions spread very quickly, and false information or rumours can easily go viral. Athletes and teams may also face criticism, online trolling, or privacy issues. A single careless post can attract negative attention and damage a person's reputation. For this reason, sports organizations and athletes must use social media responsibly and communicate thoughtfully with their audience.

The background of the page is decorated with a repeating pattern of various sports-related items. These include a red football helmet, a grey basketball, a blue and white tennis racket, a red and white baseball bat, a red and white soccer ball, a blue and white tennis ball, a red and white baseball, a blue and white tennis racket, a red and white soccer ball, a blue and white tennis ball, a red and white baseball, and a blue and white tennis racket. The items are arranged in a scattered, overlapping manner.

In conclusion, social media has completely changed the way sports are marketed and experienced. It has brought fans closer to their favourite teams and athletes, created new opportunities for businesses, and made sports more interactive than ever before. While there are some challenges, the advantages of social media far outweigh the disadvantages. As technology continues to evolve, social media will remain an essential part of sports marketing, helping the industry grow and connect with audiences across the world.

SPORTS FRANCHISES: BUILDING TEAMS LIKE BUSINESSES

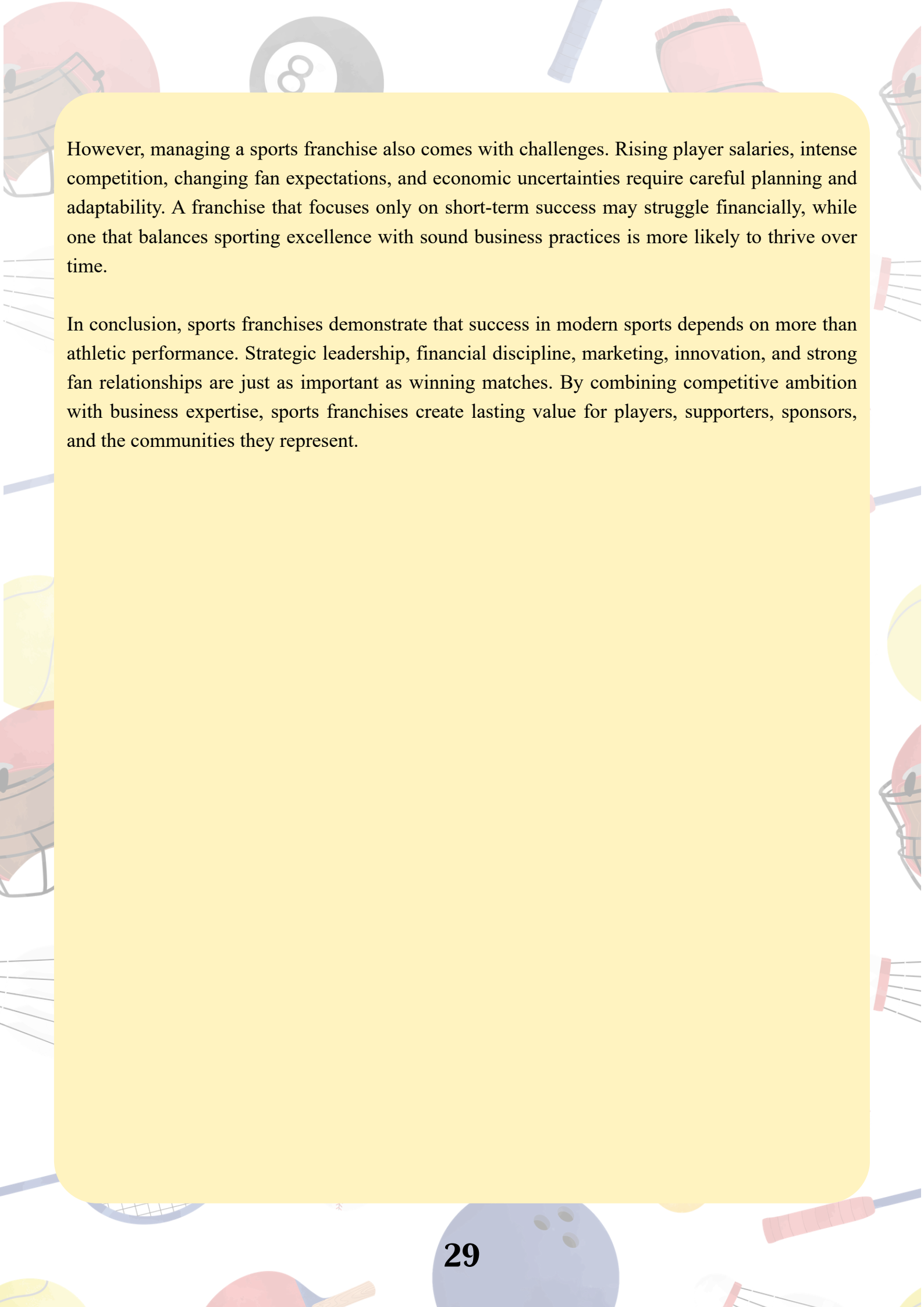
-SOWMYA SREE
BBA HBIA

Modern sports franchises are no longer just teams competing for trophies. They operate as sophisticated businesses that focus on long-term growth, financial stability, brand value, and fan engagement. While winning championships remains the ultimate goal, successful franchises understand that sustainable success requires smart business strategies both on and off the field. Every successful franchise begins with strong leadership. Team owners and management make critical decisions regarding player recruitment, coaching staff, sponsorships, and financial planning. Rather than signing players based solely on popularity, franchises analyze performance statistics, age, injury history, and future potential to build balanced and competitive squads.

Financial management is another key aspect of running a sports franchise. Teams generate revenue through ticket sales, broadcasting rights, sponsorship deals, merchandise, licensing, and digital content. Careful budgeting ensures that player salaries, operational costs, and infrastructure investments remain sustainable while allowing room for future growth.

Brand building has become equally important in today's sports industry. Franchises actively engage with fans through social media, community programs, exclusive content, and interactive experiences. A loyal fan base increases merchandise sales, attracts sponsors, and strengthens the team's market value. Clubs such as Manchester United, Real Madrid, and IPL franchises have built global brands that extend far beyond the stadium. Technology and data analytics also play a significant role in modern franchise management. Teams use data to evaluate player performance, prevent injuries, improve training methods, and identify talented athletes during recruitment. Business analytics also helps franchises understand fan preferences, optimize ticket pricing, and develop effective marketing campaigns.

Innovation and diversification have become essential for long-term success. Many franchises invest in youth academies to develop future talent, partner with international organizations, launch digital platforms, and expand into esports and other entertainment ventures. These initiatives create new revenue streams while strengthening the franchise's reputation.



However, managing a sports franchise also comes with challenges. Rising player salaries, intense competition, changing fan expectations, and economic uncertainties require careful planning and adaptability. A franchise that focuses only on short-term success may struggle financially, while one that balances sporting excellence with sound business practices is more likely to thrive over time.

In conclusion, sports franchises demonstrate that success in modern sports depends on more than athletic performance. Strategic leadership, financial discipline, marketing, innovation, and strong fan relationships are just as important as winning matches. By combining competitive ambition with business expertise, sports franchises create lasting value for players, supporters, sponsors, and the communities they represent.

SUSTAINABILITY IN SPORTS: GREEN SPORTS ARENAS AND ECO-FRIENDLY SPORTING EVENTS

**-C. MANISHA SAI
BBA**

Indian sport has always been measured in runs, medals, and records and now it is increasingly measured in trees planted, plastic eliminated, and power saved. From BCCI boardrooms to the National Games villages of Uttarakhand, Indian sport is proving the roar of the crowd doesn't have to compete with the planet's health, with cricket, football, and multi-sport events finding their own ways to turn play into planet-friendly action.

The most visible example is the BCCI-Tata "Green Dot Ball" initiative, begun in the IPL 2023 playoffs where 500 saplings planted for every dot ball bowled which has since crossed 6.4 lakh (640,000) trees across Assam, Gujarat, Kerala, Maharashtra, and Himachal Pradesh, using over 25 native species chosen for high survival rates. But cricket's green agenda goes beyond tree-planting. The BCCI partnered with the UN Environment Programme in 2018 to ban single-use plastics in stadiums, and Chinnaswamy Stadium hosted India's first "green match" that year, with vendors serving food on areca-leaf plates and green-shirted volunteers promoting zero-littering.

IPL 2025 pushed this further: recycling over 27,000 kg of waste, composting nearly 4,900 kg, upcycling old team flags, and donating over 200 kg of surplus food. Franchises have run their own efforts too RCB's "Green Game," running since 2011, has grown from green jerseys into kits made from recycled stadium waste, plus lake-restoration projects in Bengaluru, while Rajasthan Royals partnered with Schneider Electric on India's first carbon-neutral IPL match in Jaipur, offsetting over 10,000 tonnes of CO₂ by funding around 17,000 trees. KKR swapped plastic flag-sticks for paper, and Eden Gardens once planted a tree for every six hit in a season.

Beyond cricket, the 38th National Games in Uttarakhand, held under a "Green Games" theme, used zero plastic banners replacing nearly 6 lakh square feet of plastic with recyclable sun fabric and crafted medals from over 99.9% pure recycled metal for 10,000 athletes. On infrastructure, the Narendra Modi Stadium, the world's largest cricket venue, was built with rooftop solar panels, rainwater harvesting, and a gold-rated green-building certification, while another major stadium now runs roughly a third of its power on rooftop solar. Together, these efforts show sustainability has moved beyond the boundary rope in Indian sport shaping kits, waste bins, medals, and power supply alike, hinting at a greener template for Indian sport's future.

CAREERS BEYOND PLAYING: BUSINESS OPPORTUNITIES IN THE SPORTS INDUSTRY

**–AARTHI SHARMA
BBA HBIA**

Every child who picks up a bat, football, or racket dreams of becoming a famous athlete. But have you ever wondered who organizes the tournaments, negotiates sponsorship deals, manages players, designs team jerseys, or broadcasts matches to millions of viewers? The truth is, the sports industry needs far more than athletes to succeed.

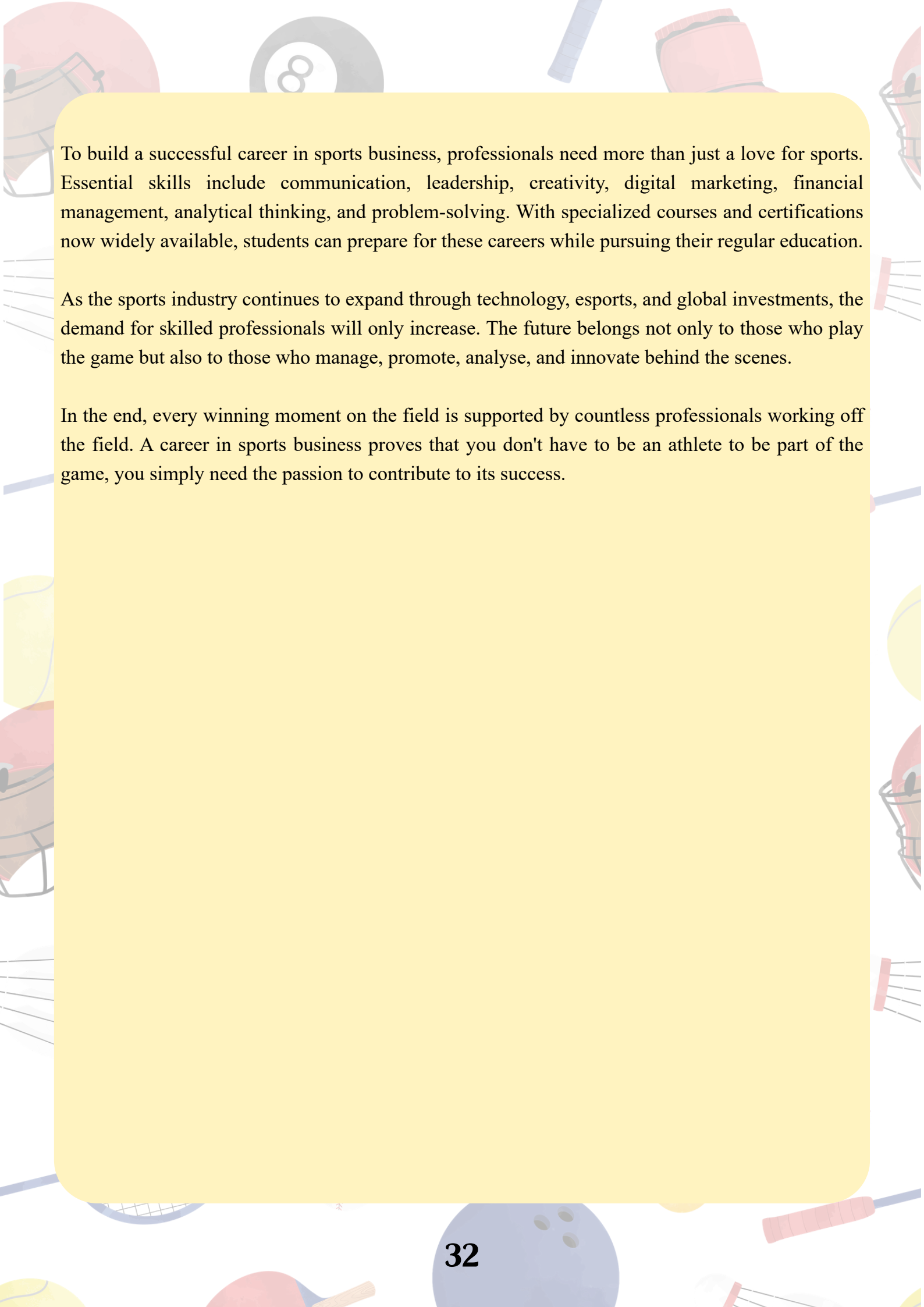
Today, sports have evolved into a multi-billion-dollar business, creating thousands of career opportunities for people who are passionate about sports but may never play professionally. From technology and marketing to finance and management, the industry offers exciting roles that combine business with passion.

Some of the fastest-growing career opportunities in sports include:

- Sports Management
- Sports Marketing & Sponsorship
- Event Management
- Sports Journalism & Broadcasting
- Sports Data Analytics
- Athlete Management
- Sports Law
- Sports Entrepreneurship
- Sports Physiotherapy & Rehabilitation

Technology has further transformed the industry. Data analysts help teams improve performance using statistics, while digital marketers build fan engagement through social media campaigns. Sports startups are also introducing innovations such as wearable fitness devices, AI-based performance analysis, and online fan engagement platforms.

A great example is the Indian Premier League (IPL), which creates employment for thousands of professionals every season i.e., not only players but also event managers, graphic designers, commentators, photographers, social media managers, broadcasters, and business executives. Similarly, major sporting events like the Olympics and FIFA World Cup generate opportunities across tourism, hospitality, logistics, and media.



To build a successful career in sports business, professionals need more than just a love for sports. Essential skills include communication, leadership, creativity, digital marketing, financial management, analytical thinking, and problem-solving. With specialized courses and certifications now widely available, students can prepare for these careers while pursuing their regular education.

As the sports industry continues to expand through technology, esports, and global investments, the demand for skilled professionals will only increase. The future belongs not only to those who play the game but also to those who manage, promote, analyse, and innovate behind the scenes.

In the end, every winning moment on the field is supported by countless professionals working off the field. A career in sports business proves that you don't have to be an athlete to be part of the game, you simply need the passion to contribute to its success.

THE FUTURE OF SPORTS BUSINESS: AI, VR, GLOBAL EXPANSION

—TANISHA
BBA 3B

Introduction

The global sports industry is undergoing a monumental digital transformation, evolving from traditional stadium-centric entertainment into a high-tech ecosystem. At the core of this modern era are three primary catalysts: Artificial Intelligence (AI), Virtual Reality (VR), and intentional global expansion. Driven by rapid technological advancements and changing consumer behaviours, sports organizations are re-architecting how games are played, commercialized, and consumed worldwide. Together, these forces are reshaping the economics of elite sports and redefining what it means to be a global fan.

THE FUTURE

Artificial Intelligence: Optimizing Performance and Operations

Artificial Intelligence serves as the analytical powerhouse driving the sports business. On the pitch, machine learning algorithms process vast streams of biometric and spatial data from wearable sensors and optical tracking cameras. Coaches utilize these real-time analytics to formulate tactical adjustments, manage player workloads, and significantly reduce injury risks by predicting fatigue patterns. Off the field, AI is revolutionizing commercial operations. Front offices deploy predictive models to optimize ticket pricing dynamically, personalize marketing campaigns for individual consumers, and automate targeted advertising during broadcasts. Furthermore, AI-driven computer vision assists officiating, ensuring greater accuracy in officiating while minimizing game delays.

Virtual Reality: Revolutionizing Training and Fan Immersion

While AI processes data behind the scenes, Virtual Reality expands the physical boundaries of the sporting environment. For athletes, VR provides hyper-realistic simulation environments where they can rehearse game strategies, hone reaction times, and maintain cognitive conditioning without physical wear and tear. For sports media, VR offers a complete paradigm shift in fan engagement. Fans no longer require physical proximity to experience live events; instead, VR headsets allow supporters worldwide to sit virtually courtside or in premium stadium suites from the comfort of their homes. This spatial computing technology bridges the gap between local stadium atmospheres and remote audiences, opening up novel direct-to-consumer monetization models through virtual ticketing and digital merchandise sales.

Global Expansion: Unlocking New Audiences and Markets

Technological innovations in AI and VR naturally feed into the third pillar of the modern sports landscape: strategic global expansion. Major leagues, such as the NBA, Premier League, and NFL, are aggressively expanding their footprints into emerging markets across Asia, Africa, and Latin America. Tech-enabled translation, localized real-time commentary, and direct-to-consumer streaming platforms allow franchises to cultivate deeply engaged international fanbases without geographic constraints. Moreover, hosting regular-season international fixtures and establishing local grassroots academies ensures long-term talent acquisition and brand loyalty. As physical geographical borders fade, leagues are transforming from regional properties into borderless entertainment powerhouses.

Conclusion

The convergence of AI, VR, and global expansion marks a new frontier for the sports business. AI provides the data-driven precision necessary to elevate player performance and maximize operational efficiency. Concurrently, VR democratizes the live sports experience by making immersion accessible anywhere on earth. When paired with deliberate international market strategies, these technologies empower sports properties to scale their reach, capture unprecedented revenues, and connect with billions of supporters simultaneously. As these innovations mature, the future of sports will be defined not merely by physical feats on the field, but by the seamless integration of digital innovation across the globe.



COMIC

The jersey costs ₹180 to make

I am about to have a very interesting life



Okay... Respectable.

Club Logo added.
Value: ₹800



Getting interesting....

Sponsor name added. Value: ₹1400



Star Player's name added. Value: ₹2800

I didn't even do anything!



I'm basically
an art now.



It's the
LIMITED
EDITION!



Mine feels different though.



Did we win any matches this week?

Sir, we sold 4 lakh jerseys in 48 hours

No Sir.

Irrelevant...



In the merchandise business, the scoreboard is optional. The price tag is not.