



भारतीय खेल प्राधिकरण
Sports Authority of India

*Finance Division
SAI Head Office
J N Stadium Complex (East Gate)
Lodi Road
New Delhi 110 003*

F. No. 6(28)/SAI/B&F/101st FC/2021-22

Date: 1st December 2021

Sub: 101st Meeting of Finance Committee of SAI

The 101st Meeting of Finance Committee of Sports Authority of India is scheduled to be held on 6th December 2021 (Monday) at 5.00 p.m. under the Chairmanship of Secretary (Sports), Ministry of Youth Affairs & Sports in the Chamber of Secretary (Sports), Ministry of Youth Affairs & Sports, Shastri Bhawan, New Delhi.

The Agenda papers for the said meeting are enclosed.

You are requested to kindly make it convenient to attend the meeting.

**Executive Director (Finance) &
Member Secretary, Finance Committee**

To,

- 1 Shri Rajiv Ranjan, Special Secretary (Expenditure), Ministry of Finance, North Block, New Delhi
- 2 Shri Sandip Pradhan, Director General, SAI
- 3 Shri Manoj Sethi, Joint Secretary & Financial Advisor, MYAS
- 4 Shri L S Singh, Joint Secretary (Sports), MYAS, Shastri Bhawan, New Delhi
- 5 Shri Rohit Bhardwaj, Secretary, SAI
- 6 Col Raj Singh Bishnoi (Retd.), Sr. Executive Director (Academics), NSNIS, Patiala

Copy to: PPS to Secretary (Sports), Shastri Bhawan, New Delhi



भारतीयखेलप्राधिकरण
Sports Authority of India

**101st Meeting of the
Finance Committee**

Agenda Papers

Date/Time: 6th December, 2021 (Monday / 5.00 p.m.)
Venue : Chamber of Secretary (Sports)
Shastri Bhawan
New Delhi

INDEX

101st Meeting of Finance Committee of SAI (06.12.2021)

Item No.	Particulars	Page No.
1	Confirmation of the Minutes of the 100 th Meeting of the Finance Committee (FC) of Sports Authority of India (SAI) held on September 20, 2021	1
2	Action Taken Report on the decisions taken in the 100 th Meeting of the Finance Committee of SAI held on September 20, 2021	2
3	Empanelment of Sponsorship Agencies with SAI	3-4
4	Better utilisation of various Facilities and improvement of footfall at Major Dhyan Chand National Stadium (MDCNS), New Delhi through outsourcing/leasing or membership model.	5-125

Agenda Item No.1

Confirmation of the Minutes of the 100th Meeting of the Finance Committee (FC) of Sports Authority of India (SAI) held on September 20, 2021

The Minutes of the 100th Meeting of Finance Committee of SAI were circulated vide Circular No. 6(28)/SAI/B&F/100thFC/2021-22 dated 21st September 2021.

Since no comments have been received, thereafter, Finance Committee may kindly confirm the minutes.

Agenda Item No. 2

Action Taken Report on the decisions taken in the 100th Meeting of the Finance Committee of SAI held on September 20, 2021

Item No	Item	Decision	Action Taken
3	Revised registration fee for the Fit India Quiz and waiving off the registration fees for 2 lakh students from 1 lakh schools	The Finance Committee ratified the proposal and recommended for the approval of the Governing Body.	The proposal was ratified by Governing Body in its 55 th Meeting held on 28 th September 2021.
4	Policy for Travel Arrangements of NCOE Athletes to their Home Town at the cost of Government	Finance Committee concurred the proposal and recommended for the approval of Governing Body subject to the following: 1) Rail Travel (AC-3) to the athletes for their journey from their hometown to SAI Centres twice in a year. 2) The policy regarding travel for competitions as prevalent may continue. 3) Entitlement for competition and home town journey will be restricted to the overall limit of Rs. 50,000/- per year.	The proposal was approved by Governing Body in its 55 th Meeting held on 28 th September 2021. It was decided that the facility extended will be on to & fro basis.
Supplementary item No.1	Recruitment of Scientific staff on contract	Finance Committee concurred the proposal and recommended for the approval of the Governing Body subject to the following: 1) The recruitment shall be in line with what is proposed in the cadre review and no extra liability may be created. Accordingly, roles of Biomechanics, Video Analysts, Psychologists and Sports Performance Analysts may only be considered. 2) The enhancement of the remuneration for Nursing Assistant may not be considered.	The proposal was approved by Governing Body in its 55 th Meeting held on 28 th September 2021.

Agenda Item No.3

Empanelment of Sponsorship Agencies with SAI

The Khelo India scheme has been launched with the twin objectives of mass participation and promotion of excellence in sports. In pursuit of the aforesaid objectives, the scheme inter-alia envisages encouraging private sector participation so as to harness the capability, management and expertise of private sector in strengthening and transforming the sports eco system.

In the context of above, it is to be mentioned that Khelo India scheme aims to make events such as Khelo India Youth Games and Khelo India University Games which comes under Annual Sports Competition vertical, a self-sustaining model of excellence. Accordingly, it is proposed that agencies may be empanelled for monetizing the items of Khelo India Games or other events of MYAS/SAI by way of obtaining sponsorship from Corporate for such items.

2. A proposal for Empanelment of Sponsorship Agencies was placed before 99th meeting of the Finance Committee (as agenda item no.7) to identify agencies who will be responsible for generating sponsorship or organizing events of Khelo India, Fit India, SAI and MYAS. FC vide its minutes dated 06.09.2021 concurred with the proposal and recommended for the approval of the Governing Body (as agenda item no.11). Accordingly, the agenda was placed before the Governing Body in its 55th meeting, wherein the approval to float the RFE for Sponsorship Agencies was approved vide its minutes dated 06.10.2021.

3. In response to the published Request for Empanelment (RFE) total Six (6) bids were received. The consolidated marks given by Pre-Qualification and Document Assessment Committee and Presentation Assessment & Evaluation Committee are combined and calculated in the table below:

S. No.	Name of bidder	Evaluation of Credentials (Score out of 60 Marks)	Evaluation of Document Write up (Score out of 20 Marks)	Evaluation of Presentation (Score out of 20 Marks)	Final Score out of 100 Marks
1	Gameplan Sports Pvt. Ltd.	60	13.5	11.5	85
2	ITW Consulting Pvt. Ltd.	60	15	15	90
3	JSW Sports Pvt. Ltd.	60	12	18	90
4	Laqshya Event IP Pvt. Ltd.	57.5	10	10	77.5
5	SFA Sporting Services Pvt. Ltd.	44	15	15	74
6	Twenty First Century Media Pvt. Ltd.	60	15	10	85

4. The empanelment criteria of RFE states “*all the bidders scoring 70 marks or above shall be eligible for empanelment*”. After evaluation of the bids, the following 6 agencies were found eligible to be empanelled with SAI:

- I. Game Plan Sports Private Limited
- II. ITW Consulting Private Limited
- III. JSW Sports Private Limited
- IV. Laqshya Event IP Private Limited
- V. SFA Sporting Services Private Limited
- VI. Twenty First Century Media Private Limited

The above-mentioned agencies may be empanelled with SAI for a period of 3 (three) years, further extendable by 2 (two) years, subject to satisfactory performance during the original term.

5. It is also submitted that for each of the product of Khelo India games identified with the potential for sponsorship RFP will be issued to these agencies. The product will be awarded for commercial usage / sponsorship to the technically qualified agency which will commit the highest minimum guarantee.

DG SAI may be authorised to finalise all such proposals for KIUG and KIYG scheduled for this year.

Concurrence of the Finance Committee is solicited for Empanelment of Six (6) Sponsorship Agencies (as per para 3 above) for SAI / Khelo India for a period of 3 (three) years further extendable by 2 (two) years and authorize DG SAI to finalize all such proposals for KIUG and KIYG scheduled for this year.

Agenda Item No.4

Better utilisation of various Facilities and improvement of footfall at Major Dhyan Chand National Stadium (MDCNS), New Delhi through outsourcing/leasing or membership model.

1. MDCNS is one of the five stadia being operated and maintained by the Sports Authority of India (SAI). MDCNS has a total area of 37 acres of land and is located near India Gate. The stadia has been primarily utilised as a Hockey Stadia. However, it has many other facilities which can be utilised in a better manner to improve the footfall at the stadia.
2. The facilities available at the stadia are as below:
 - a) Hockey
 - b) Kabaddi
 - c) Swimming Pool
 - d) Squash
 - e) Tennis
 - f) Cricket
 - g) Fitness Centre
 - h) Vacant space for parking /events
3. At present the utilisation of various facilities at the stadia happen through the following process:
 - a) Come and Play
 - b) Rentals through sporting and non-sporting activities
4. However, the utilisation of the facilities has not been very encouraging. Accordingly, a study was instituted to suggest the ways and means for optimum utilization of the facilities. The study suggested the following methods to increase the utilisation of the facilities:
 - a) Establishment of Community Sports Complex – A membership model in line with Siri Fort Sports Complex.
 - b) Sports Academies- Establishment of Sports Academies through outsourcing the facilities
 - c) Leasing of Space- The Space available to be utilised as co-working space for Sport Start-up or other organisations or can be leased out for any other purpose
 - d) Establishment of a Sports museum on PPP mode.
5. The study further suggested undertaking investment for creation/renovation of infrastructure to the tune of Rs. 8 - 12 Cr (approximately) based on the model adopted for utilisation of facilities. The presentation and report is attached as **Annexure - A**. The partners as applicable will be finalised by following the GFR.

Concurrence of the Finance Committee is solicited for undertaking various activities for better utilization of facilities and footfall improvement at MDCNS as per Para 4 above and authorize DG, SAI to finalize the proposals.

CONCEPT PLAN For Optimum Utilization of Major Dhyanchand National Stadium

08th June'2021



0.6

Extremely poor World Stadia Index (WSI*)
compared to global average of 12

1%

Utilization w.r.t. total maximum capacity
available for sports and related activities

29%

Decline in come & play memberships since
2017-18 (which contributes about 40% of all
revenues except from tenants)

16

Average number of events per annum,
compared with global average of 37

*WSI = Total
annual
footfalls/total
seating
capacity

Strength (S)

- Central location
- Excellent metro rail connectivity
- Temple of Hockey
- Facilities for other sports – Tennis, Squash, Cricket and Kabaddi

Weakness (W)

- Low visibility
- Absence of marketing strategy
- Administration driven organization structure rather than goal driven
- Lack of amenities to make it more hospitable and attractive for visitors

Opportunity (O)

- 100 schools in radius of 10 km
- 3000+ corporates in Delhi/NCR
- Ample space and parking areas

Threat (T)

- 30+ sports clubs/academies in 10 km
- Presence of IHC (arts & culture center), IGNCA (exhibitions) and NDMC hall (conventions) in vicinity of MDCNS
- Non-sports prominent tenants

Key proposals



Utilization is expected to increase **70 times** post implementation of these proposals

	Impact		Funding & Operation Model
Key New Concept	% contribution to utilization improvement*	% contribution to increase in Revenue#	
Sports Incubator	47	16	Outsourced / PPP
Community Sports	24	29	Outsourced
Sports Museum	3	16	PPP
Sports Academies	26	39	Outsourced

* w.r.t. to projected utilization level post implementation of suggested concepts

w.r.t. projected increase in revenue post implementation of suggested concepts

Cost one time (INR lacs) Revenue per annum (INR lacs)

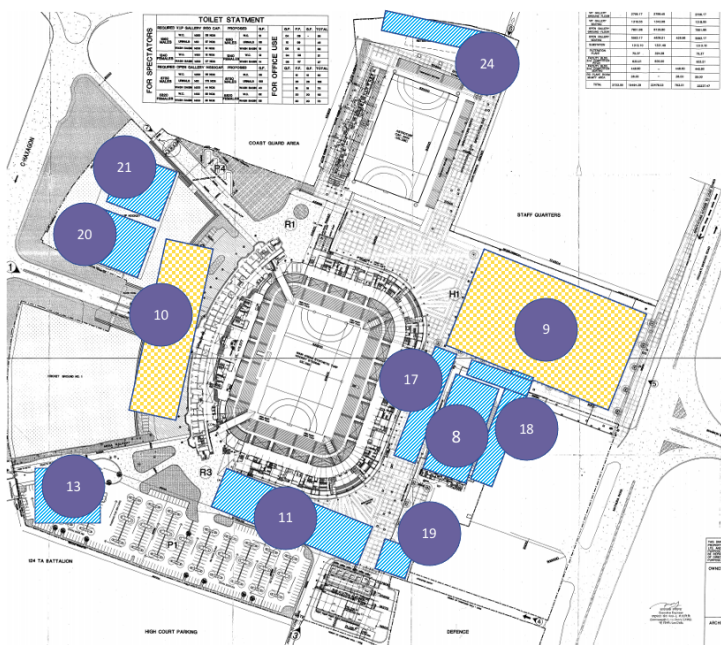
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85

Revenue in FY 2010-11 (INR Crores) ³⁷ (a)	Avg Rate of population growth of Delhi (2011-21) ³⁸ (b)	Annual revenue in FY 2019-20 assuming CAGR as (b) (c)
2.65	3.23%	3.53

TABLE 3: ANALYSIS TO DETERMINE ESTIMATED REVENUE OF SIRI FORT SPORTS COMPLEX FOR FY 2019-20

Most facilities will come up in open areas



No change from current status

No	Concept proposed
9	Area for non-sport events
10	Area for Naming Rights related branding

Proposed sports & fitness concepts

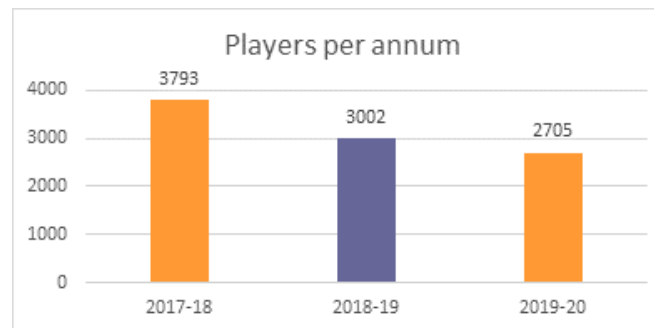
No	Concept proposed
11	3-in-1 arena (Futsal/ Box Cricket / Jorky Ball)
13	Badminton indoor hall Sports Theme Restaurant Sovenier retail complex Giant Chess
17	Swimming related retail
18	Open air cafeteria and eateries
19	Gym and Spa
20	Hockey 5s Arena
21	Hockey 5s Arena
24	Walking track and open Gym
8	Swimming pool for club

- Siri fort sports complex
 - Siri fort revenues 3-4 crores per annum
 - 3000 users per day
 - 10000 + members
 - 50% increase in footfall in last 5-6 years
- Sports Hub, Trivandrum
 - PPP between IL&FS and Kerala Government
 - Average footfall 25,000 per month
 - Hosts 37 events per year

Cost one time (INR lacs) Revenue per annum (INR lacs)

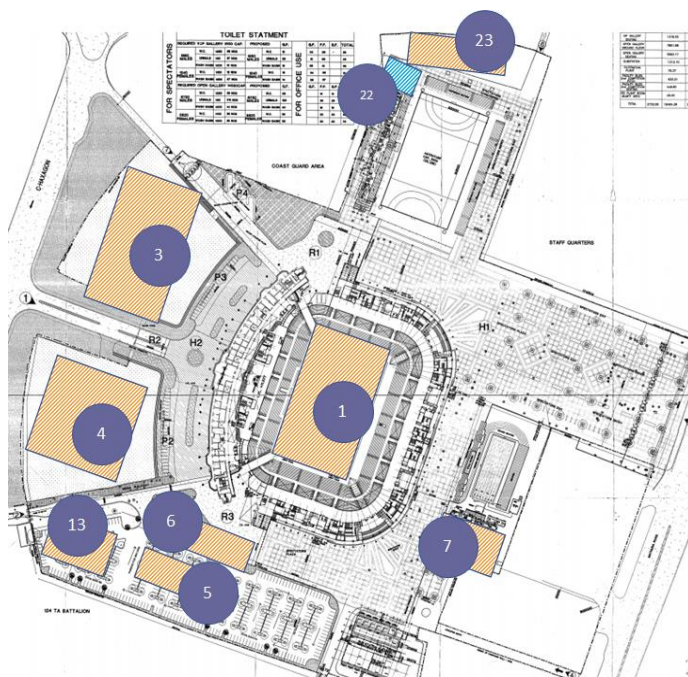
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Decline in
come &
play
scheme

Outdoor academies



Areas for academies

No	Academy
1	Hockey academy FOP1
3	Hockey academy FOP3
4	Cricket academy
5	Tennis academy
6	Squash academy
7	Archery/Kabaddi academy
8	Swimming academy
13	Badminton + Shooting academy
23	Table Tennis academy

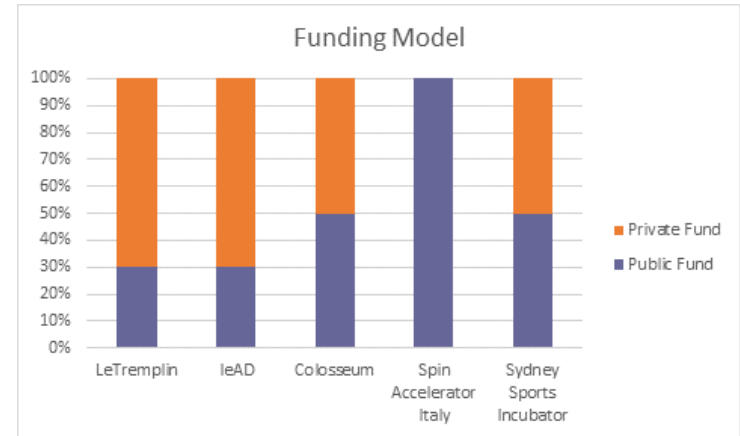
Sports science center – long term

- Badminton hall costs are included here
- Shooting academy/range is proposed in the area near Badminton Hall
- Archery academy is proposed in the current Kabaddi area
- Indoor Fencing and Martial arts academies are proposed in the upper basement rooms

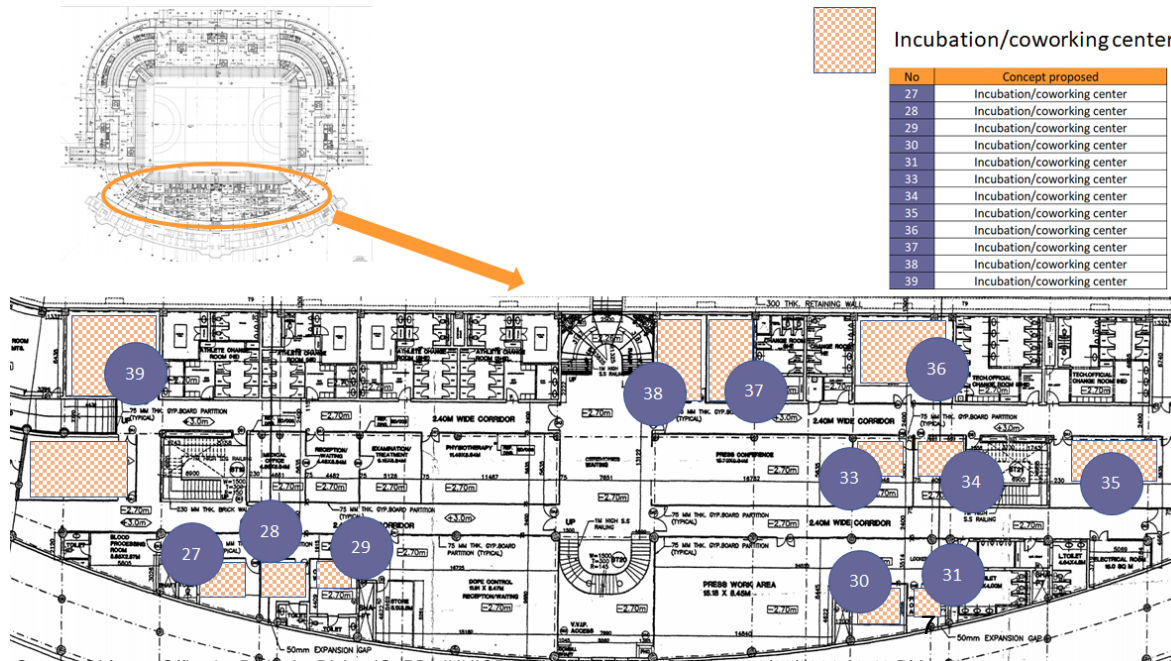
Cost one time (INR lacs) Revenue per annum (INR lacs)

45

45



Upper basement rooms (1000 out of 2870 sqmt)



- Most leading sports incubators around the world are operating on PPP/Outsourced model
- Two (LeTremplin and Sydney Sports) are based out of stadiums
- LeTremplin – PPP between Paris Municipality, NIKE and Paris & Co

Cost one time (INR lacs) Revenue per annum (INR lacs)

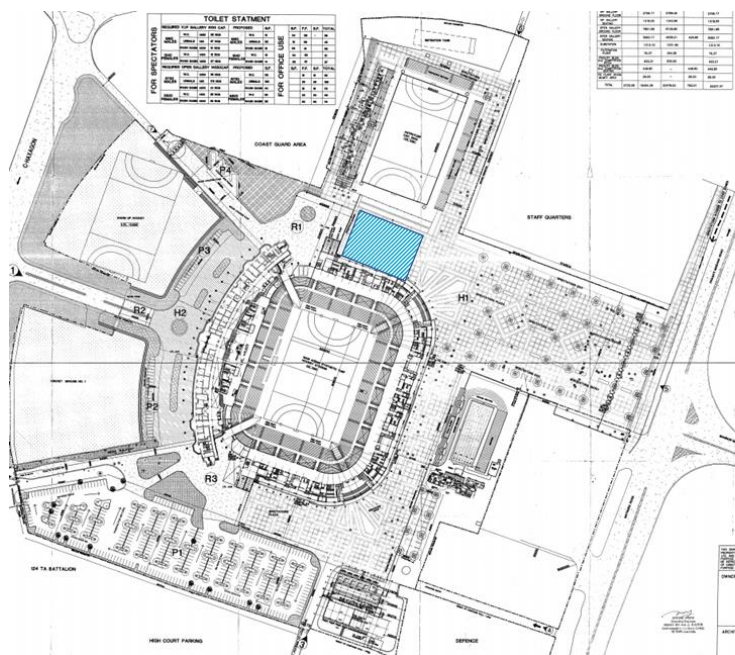
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The Hockey Museum,
Surrey, UK

Open area between FOP1 and FOP2



Proposed sports museum

- Dr Bhau Daji Lad museum, Mumbai
 - PPP between Municipal Corporation, INTACH and Jamnalal Bajaj Foundation
 - 500 visitors per day
 - Over 3 lac visitors per year
- UNESCO Award 2005
- Fannatic museum, Kolkata, venture between Boria Majumdar and Ambuja Neotia Group

Community
sports complex

Fitso, PlayAll

Sports Academies

United Shuttlers Badminton Academy, Team
Tennis, Indian Squash Academy, FTRI

Sports Incubator

Marwah Sports, DreamX

Sports Museum

Eka Cultural Resource, Kiran Nadar
Anupam Poddar (Devi Art Foundation),
The Hockey Foundation

Innovative Ideaz & Events Pvt Ltd, Show makers, Creative Inc, Global Nexus, Country
wide events are some companies who could be considered as partners for turnkey

events management to improve overall utilization of the stadium.

Some other concepts



3-in-1 Arena

Jorky ball, Box
cricket and Futsal



Kids Gym

Foundation
movement and
fundamental sports
skills (Age 2-7 yrs)



Sports climbing

Olympic sport
Attraction for youth
Corporate outings



Sports Leadership
Center

Executive and
certificate courses for
corporates, coaches
and support staff



Recommendations

**1**

Implement concepts of community sports complex, academies and incubator in the first phase (6-12 months)

2

Create a strong marketing and outreach program, with an emphasis on social/digital platforms

3

Target schools and corporates; push for CSR policy amendment to include spends on employee engagement using sports, fitness and associated facilities in government stadia under CSR

4

Introduce goal and KPI based professional management in the stadium

5

Go for Naming Rights and Sports Museum in the second phase, say between 12-24 months

Planning and Consultancy Program Management Unit (PMU)

Sr. No	Particular	Experience Levels	KRAs
1	Principal Consultant (Program Lead)	8-10 yrs	1] Creating RFPs for Outsourcing 2] Liasion with various agencies for Infra dev / upgrade 3] Plan website, PR, Media stratgy including Social media - Agency Hiring 4] Finance & Budget tracking 5] Evaluation of prospective outsourcing partners for Academies, Incubators, Events, club management etc 6] Finalising execution & monitoring matrices
2	Senior Consultant - Operations & Media Planning	5-7 yrs	
3	Senior Consultant - Infrastructure & Outsourcing Deve	5-7 yrs	
4	Constultant - Media, Branding in the stadium : strateg	2-4 yrs	
5	Consultant - Liasioning	2-4 yrs	
# The team would report into Director General/Secretary SAI			

Project Execution Team - PMU

Sr. No	Particular	Experience Levels	KRAs
1	Team Leader	10+	1] Drive Memberships 2] Reach out to schools, corporates, events agencies for selling space 3] Work closely with Academies to drive revenues 4] Facility maintenence monitoring 5] Driving presence in Media especially social media 6] Web site updation 7] Tracking revenues 8] Vendor / Partner relationships
2	Manager - Revenue	6-8 yrs	
3	Manager - Relationship & Operations	6-8 yrs	
4	Agency for Media & Communications	Junior level	
		12	Driving presence in Media especially social media
eOffice by Priyanka Bisht, JC, PB, JUNIOR CONSULTANT, DG SAI on 28/11/2021 03:16 PM			
# Team would report to Secretary/Deputy Director SAI and would work closely with Administration team of the stadium			

Sr. No	Concept	Funding & Operation Model	Role of Govt	Role of Partner
1	Community Sports Complex	Outsourced	a) Build a team for Planning and kick starting the concepts and subsequently Managing operations - KPI based b) Hire an agency to build, maintain & promote the stadium facilities through website, social media & build PR c) Maintenance of Swimming Pool d) Development, Maintenance, Fee Collection of 3-in-1 arena e) Registration, Collection & Storage of Membership fees & data f) Kids Gym area to be developed on Upper basement g) Area around Swimming pool to be demarcated for Open Area Cafe + Retail. h) Develop civil structure for a sports restaurant in the area @ Bajri ground i) Building structure for Gym & Spa near Kabaddi Ground & Gate no.4 j) Development of a Walking Track + Open Gym near Gate no.6 k) Maintenance of all stadium venues, FOPs l) Collection of Lease / rentals from Partner m) Work out special members rates for each outsourced facility n) Provide for basis amenities like water, electricity to each partner	<p><u>Partner 1 : Manpower Agency</u> a) Manpower for record keeping in 3-in-1 arena b) Deploy trianer and manage operation of Kids Gym area</p> <p><u>Partner 2 : Gym & Spa</u> a) Develop the structure provided with equipments, trainers, masseurs on chargeable basis. Membership rates to be worked out with Govt b) Lease / Rental payment to Govt</p> <p><u>Partner 3 : Cafe & Restaurant</u> For 3 cafe's / restaurants, @Bajri Ground - Sports theme restaurant, @Terrace Upper Basement - Rooftop Cafe, @Swimming pool - Open Cafe a) Design, develop & operate all 3 Cafe's/ Restaurants b) Lease / Rental Payment to Govt</p> <p><u>Partner 4: Sports & Non Sports Event Bookings</u> a) Drive booking for various spaces / FOPs for sports and events with Corporates, Schools, HNIs etc. b) Booking will be done directly through stadium and a commision would be given to partner against each booking against invoice</p>
2	Sports Academies	Outsourced	a) Build & Develop Badminton hall, TT Hall with tables, Archery Range, Shooting Range b) Upgrade, wherever required - hockey (fop3), cricket, tennis, fencing & combat zone with basic mats / flooring on upper basement c) Collections based on revenue sharing model for each of the academies d) Maintenance, Cleaning of each of the academy area, provide basic facilities like electricity, drinking water, toilets & general house keeping	a) Provide equipments like Shuttles, Balls, Stumps, Pistols, Rifles, Palets, Fencing gear etc b) Provide quality coaches for each sport to develop talent c) Work out special discounted rates for members d) Keep facility vacant for come & play time e) Keep dedicated space for members to play in case the members do not use academy facility - for.e.g 1 dedicated court for members or 1 table dedicated for members f) Revenue share to be given on a monthly basis as agreed. g) Submission of monthly progress report to Govt on talent development
3	Sport Incubators	Outsourced	a) Upgrade rooms in the upper basement area for making them occupant ready - 15 in numbers b) Provide conference room facility overseeing the FOP1 and make it occupant ready c) Designate areas for reception & information or merchandising	a) Pay a monthly agreed lease to govt for using the space identified b) Ensure Sports start-ups are only invited to the incubation centre c) Regular details of all start ups to be given to govt d) Ensure development of Leadership centre for govt coaches, suppot staff etc
4	Sports Museum	PPP	a) Build structure for Museum in between FOP 1 & 2 b) NCOE to give time slots for interaction with public and also giving access to some training sessions for school kids etc	a) Technology investment b) Design and ambience c) Display and stories d) Memobralia development e) Collection through ticket sales / donations / study tours etc

Club Name	Location	Facilities	Fee structure
NSCI- Delhi	CP	Tennis Court Squash Court Olympic size swimming pool 2 Restaurants Pub Gym Ice crea Parlour Children Play area	Rs.11.75 lacs Facilities for only members
Winner Sports Academy	Mayur Vihar	Cricket club	Not Available
PS unbreakable Sports club	Patparganj	Fitness Centre, Yoga, Taekwondo	Rs.2000/- per month
Mishra Sports Club	Anand Vihar	Cricket Academy	Not Available
Collage Sports Club	Chankyapuri	Cricket Academy	One time Rs.5000 registration Monthly Rs.3000/-
Vinsanity Sports Academy	Chirag Enclave	Basketball Academy	Not Available
BNPS Sports Academy	Ram Vihar	Basketball, Cricket, Taekwondo, Soccer, Skating	3 days a week Rs.2000/- registration Rs. 1000/- for sport per month
RSA Football academy	Green Park	Football	Rs.1500/-
24 SAPL Tennis Academy	Moti Bagh	Tennis	Not Available
Striker Sports Academy	Indirampuram	Cricket, Badminton	Rs.500/- per hour Rs.3000-5000/- per month for coaching
Sudeva Residential Football school	Civil Lines	Residential Football school	Not Available
Team Roshan Sports Promotion	Civil Lines	Boxing & Kick boxing training	Not Available
Ranger Sports Club	Amedbkar Stadium	Football -Professional training	Not Available
Jatayu Motor sport	Rohini	Motor Sports	Not Available
Hoonar Basketball academy	Gole Market	Basketball academy in Navyug school	Rs.1000/- per month
Govt Cricket Academy	Geeta Colony	Cricket Academy	Rs.500/- per month
Surjit Singh Badminton Academy	Patparganj	Badminton coaching	Rs.2000/- per month
YMCA Gym	Jai Singh Marg	Gym & Fitness Centre	Rs.2050/- per month
Tiger Cricket Club	Laxmi Nagar	Cricket club	Not Available

- Offer a variety of sports viz. Badminton, Tennis, Swimming, Table Tennis, Cricket, Football & even games like Carrom
- None of them are considered 'TOP' in their respective sport nor are owned/operated by celebrated coaches/players
- Cricket is present in maximum academies, hockey & archery in least
- MDCNS therefore has tremendous opportunity with its facilities to attract community for memberships, academies and come & play especially since facilities like Swimming, Tennis are negligible in vicinity, and Squash, Archery, Hockey are non existent

Suggested outsourcing & development of various areas in MDCNS

Number	Area/Space description	Suggested Implementation Options (Option 1)	Recommended Model	Expected Cost (INR) in lacs to SAI
1	Open area between FOP I & II	Sports Museum	PPP	1500.00
2	Open space at gate no.2 & 2A (Bajri ground)	Badminton indoor hall with at least 8 courts + Shooting Range + Sports Theme Restaurant, Sovenier retail complex, Giant Chess	<u>Badminton & Shooting</u> Outsourced - Built by SAI and operated by Partner <u>Sports Theme Restaurant</u> Outsourced - Bareshell	262.00
3	Back side gym (FOP 2)	Sports Science, physio, rehab center	In house - build & operate	100.00
4	Outer area of Kabaddi Ground	Gym & Spa	Outsourced - Bareshell	90.00
5	Open space in front of Tennis Courts upto gate no.4 (Between FOP 1 and tennis court)	3-in-1 arena (Futsal/ Box Cricket / Jorky Ball)	In house - build & operate	45.00
6	Upper Basement Areas for Sports Incubator	Incubation/coworking	Outsourced - Built by SAI for leasing and operated by Partner	35.00
7	Roof of retention tank	TT Hall - Academy	Outsourced - Built by SAI and operated by Partner	25.00
8	Press conference room (second row from Heritage Building)	Kidz Gym	Outsourced - Built by SAI and operated by Partner	12.00
9	Behind retention tank	Walking Track + Open Gym	In house - build & operate	10.00
10	Kabaddi Ground	Mini Archery Range	Outsourced - Bare shell	10.00
11	Dope controls + reception wait area (first row from Heritage Building)	Fencing	Outsourced - Built by SAI and operated by Partner	5.00
12	Sport presentation room (back side right wing of heritage building, overseeing FOP1)	Cafeteria - Incubation / coworking	Outsourced - Built by SAI for leasing and operated by Partner	5.00
13	Media lounge (near Sports presentation room)	Conference/meeting rooms - incubation / coworking	Outsourced - Built by SAI for leasing and operated by Partner	5.00
14	Press Work Area (first row from Heritage Building)	Combat zone	Outsourced - Built by SAI and operated by Partner	2.00
15	VIP Lounge	Waiting/meeting lounge	Upgrade - Facelift	2.00
16	Terrace (Right Side)	Rooftop restaurant	Outsourced - Bareshell	0.00
17	Area around swimming pool (between FOP1 and Swimming pool wall?)	Swimming related retail	Outsourced - Bareshell	0.00
18	Area along Swimming Pool Boundary Wall	Open air cafeteria and eateries	Outsourced - Bareshell	0.00
19	Terrace (Left side)	Kids Play Area	Outsourced - Built by SAI	0.00
Total				2108.00

- Facilities like Gym & SPA, cateria, eateries, restaurants, etc. should be provided as a 'bareshell' structure and leased to private partners
- Leasing for these could be provided for 2 years on a renewable basis or through sub-leasing by turnkey partner for community sports complex
- Academies should be outsourced to coaches/organization with good reputation on a 3 year revenue share model on a renewable basis
- Community sports complex and sports incubation/coworking center should provided on a lease for a relatively longer period (say 5-10 years) for them to become more sustainable

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Thanks!

For Any queries, Contact

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Statement of Confidentiality

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2021

Concept Plan for Optimum Utilization of Major Dhyan Chand National Stadium



Prepared by:



6/11/2021



DISCLAIMER

This document has been prepared by KSR Sportseed Private Limited (hereinafter referred to as “Sportseed”) in accordance with our terms of reference with Sports Authority of India (hereinafter referred to as “SAI”) for the project ‘Preparing concept plan for optimum utilization at Major Dhyan Chand National Stadium’.

The information and the images provided/analysed in the report have been collated from data provided by SAI, our primary research/site visits, secondary research including but not limited to data provided by third parties, various industry sources including web resources, public domain information sources and our internal databases. We have ensured reasonable care to validate the data presented in the report; however, we have not carried out an audit, due diligence or an independent verification of this information. It is also to be noted that the images presented are pictorial representation of the overall concept and are in no way intended to represent any concrete imagery for any proposed development or upgrade.

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Contents

Executive Summary	7
Background and Objectives	10
Approach & Methodology	12
SWOT Analysis.....	13
Strength	14
Weakness	14
Opportunity.....	15
Threat.....	17
Study of Global Stadia.....	18
World Stadium Index	19
Challenges in optimizing utilization and revenues/returns	21
Challenge 1: Overcoming the Millennial with Technology	21
Challenge 2: Modern design & security expectations	22
Challenge 3: Financial appraisal	23
Challenge 4: Sustainability	24
Challenge 5: Pitch management	26
Popular solutions deployed by global stadia to optimize utilization and revenues/returns.....	27
Concerts	27
Naming Rights	28
Sports Museum	29
Club Membership model	29
Gym / Fitness studio / Open jungle gym workout	30
Parking	30
Wedding Photography and Ceremony / College events.....	31
Indoor Halls / Arenas	31
Exhibition	32
Conference Venue.....	32
Key Takeaways	33
Study of Indian Stadia	35
Public Private Partnership (PPP)	35
Case study 1: Siri Fort Sports Complex, New Delhi	36
Case Study 2: The Sports Hub, Trivandrum, Kerala	37
Case Study 3: The Arena by Transtadia, Ahmedabad, Gujarat	38



Case Study 4: Kalinga Stadium, Bhubaneswar, Odisha.....	39
Concepts for evaluation to improve stadium utilization	40
Community Sports Complex	41
Benefit to Community.....	45
Benefit to SAI	45
Sports Incubation Centre	46
Area / Space of the Stadium to be used	47
Benefits to Community	47
Benefits to SAI	48
Ownership & Operating models	49
Case Study: Le Tremplin.....	50
Stadium Naming Rights.....	52
Sports Museum	54
Area / Space of the Stadium to be used	54
Benefits to Community	55
Benefits to SAI	55
Ownership & Operating models	56
Case Study.....	57
Sports Academies.....	58
Badminton.....	61
Archery.....	62
Fencing	62
Shooting Range	62
Combat Zone	63
Benefits to community.....	63
Benefits to SAI	63
Ownership and operating models.....	63
Case Study.....	64
Sports Leadership Center	65
Area/Space in the stadium to be used.....	65
Benefits to community.....	65
Benefits to SAI	66
Ownership and operating models.....	66
Case study	67
Additional concepts to improve utilization and footfall	67
Hockey5.....	68



3-in-1 play arena	69
Sport Climbing.....	71
Giant Chess Board.....	72
Esports Zone.....	72
Free of cost facilities	74
Schools and Corporate Patronage	74
Corporate Patronage	75
School Patronage	76
Foundation movement & sports skill gym	77
Conclusion.....	78
Annexure.....	79
Annexure 1 – Stadium information gathering questionnaire.....	79
Annexure 2: List of interviewees	83
Annexure 3: Increase in stadium utilization post implementation	85
Annexure 4: Areas marked for sports academies.....	88
Annexure 5: Areas marked for other sports activities.....	89
Annexure 6: Areas marked for indoor sports academies in Upper Basement	90
Annexure 7: Areas marked for sports incubation/coworking centre in Upper Basement	91
Annexure 8: Areas marked for sports incubation/coworking centre in Ground Floor – Left wing ..	92
Annexure 9: Areas marked for sports incubation/coworking centre and tourist information plus retail offices on Ground Floor – Central Wing	93
Annexure 10: Areas marked for sports incubation/coworking centre on Ground Floor – Right Wing	94
Annexure 11: Areas marked for incubation, cafeteria/restaurants and kids play areas on First Floor	95
Annexure 12: Cost and revenue projections from various concepts to be implemented.....	96
Annexure 13: Comparative statement of World Stadium Index (WSI) for global stadia.....	98
Annexure 14: Estimation of WSI for MDCNS	99
Annexure 15: Proposed professional team for planning and implementation of concepts	100
Annexure 16: Potential private partners for turnkey outsourcing for organizing events in MDCNS	101
Annexure 17: Responsibility matrix – private partner & government – in concepts to be implemented.....	102
Annexure 18 : Facilities and fee structure of academies/clubs in vicinity of MDCNS	103
Annexure 19: Suggested outsourcing & development for potential useful areas in MDCNS	104



Table 1: Impact of implementing key new concepts	9
Table 2: Estimated expenditure for major developments.....	9
Table 3: analysis to determine estimated revenue of siri fort sports complex for FY 2019-20.....	37
Table 4: List of concepts to be evaluated to improve stadium utilization.....	41
Table 5: Estimated revenue from sports Complex memberships.....	46
Table 6: Comparative membership rates for sports club model in leading Indian stadia	46
Table 7: Indicative areas being incubated in sports industry across the world.....	47
Table 8: Estimate of minimum area in upper basement for incubation centre	47
Table 9: Estimated revenue per annum from incubator & coworking centre.....	48
Table 10: MDCNS attractiveness for naming rights	53
Table 11: MDCNS Revenue from sports (2017-20)	59



Figure 1: ACE Approach.....	12
Figure 2: SWOT for Major Dhyan Chand National Stadium.....	13
Figure 3: impact due to turnaround of Wembley stadium post financial appraisal.....	24
Figure 4: Sustainability issues for a stadium.....	24
Figure 5: Core components of strategy to improve stadium utilization and revenues.....	33
Figure 6: Funding model for leading global sports incubators	49
Figure 7: Impact of sports startup incubator – letrempin, france	51
Figure 8: Decline in players participation in come and play scheme (2017-20).....	60
Figure 9: Layout of two hockey5 fields on a FULL-SIZE hockey turf	69

Executive Summary

Major Dhyan Chand National Stadium (MDCNS) is national heritage. From origins in 1933 as Irwin Amphitheatre to the modern-day stadium, it has been a host to many historical and prestigious sporting events of India, chief amongst them being the Asian Games (1951), Hockey World Cup (2010) and Commonwealth Games (2010). It has also had proud tenants like hockey team of Air India, Punjab National Bank and Delhi Waveriders (Hockey India League Franchise). Apart from being a centre for elite hockey and other sporting activities, Sports Authority of India (SAI) has also encouraged development of community sports through the 'Come and Play' scheme in the stadium.

Post 2010 with the shifting out of the key tenants and government's policy to further relax the norms of the 'Come and Play' scheme, sporting activities have reduced in the stadium except for the National Center of Excellence (NCOE) for hockey, which still continues to operate from the stadium premises. Tenants like Ministry of Home Affairs (MHA) and Namami Gange Mission (NGM, under the Ministry of Jal Shakti), Government of India, now occupy much of the building spaces in the stadium and have been a very significant source of utilization and revenue generation for SAI.

SAI, however, is keen on reviving sports activities in the stadium and making it again a hub and nerve centre for sports and perhaps try and take the stadium even higher than its former glory. With this objective, SAI instituted this project to prepare a concept plan for optimum utilization of the stadium, with a focus on sports and sports ecosystem in the National Capital and across the Nation.

Sportseed, a leading boutique sports education and consultancy company, based in New Delhi were appointed as project consultants. Approach for conducting the study included secondary research on stadia around the world, assorted interviews with industry professionals and discussions with stakeholders from SAI with the objective of:

- Identifying strengths and opportunities in the stadium for improving utilization for sports

Concept plan for optimum utilization of Major Dhyan Chand National Stadium

Key findings

- Current utilization level of the stadium is under 1% vis-à-vis maximum available capacity for sports, fitness and related activities
- Over 98% revenues are generated from only the two non-sports occupancy tenants viz. MHA and Namami Gange Mission
- Come and play facility has an average enrolment of about 3000 players and contributed about 40% of all revenues, except those from tenants in 3 years (2017-2020); however, membership has declined from by 29% since 2017-18
- Except for occasional use by Modern School Old Students' Association, there has not been utilization of the stadium in the last three years (excluding FY2020-21) by any schools in the vicinity of the stadium
- Several rooms (totalling about 1612 square meters area) are lying empty in the stadium building upper basement; besides there are several rooms in ground floor and first floor lobby of the stadium that are not utilized at all, except during major sporting events
- Last major sporting event was held in year 2017
- For areas booked for non-sporting events in last 3 years (excluding 2020-21) utilization is only 5%



- Studying leading practices for improving utilization across stadia
- Analysing utilization and revenue data of the stadium
- Developing concepts for implementation in the stadium towards improving utilization
- Providing recommendations to SAI for consideration

- Average number of events in leading global stadia is 37 per annum, as against 16 for MDCNS
- World Stadium Index, defined as the ratio 'Total annual footfalls/total seating capacity' is in the range of 12 for leading stadiums that are more optimally utilized; for MDCNS this is only 0.6
- Sports initiatives like sports incubation centres, themed restaurants, sports museums, sports academies and an active pay & play model for locally popular community sports activities are key to achievements of these utilization benchmarks. For example, Melbourne stadium has many of these concepts implemented
- Naming Rights is one of the most significant sources of revenue for large stadiums. For example, swimming arena within Singapore Sports Hub is called OCBC Aquatic Center, for a reported S\$ 50 million deal with OCBC Bank, for a period of 15 years

Physical recce of the stadium, study of various layout drawings and discussions with SAI stakeholders highlighted much unutilized inventory in the stadium and significant under-utilization of the stadium in general (see inset box above).

SAI should consider converting the upper basement of the stadium building into a *sports startup incubation & coworking centre* with the twin objectives of achieving a near 100% utilization of this space and increasing the tenancy revenue from leasing the real estate. This initiative would need to be supported by special tenancy rates for sports start-ups and by providing acceleration/incubation ecosystem through tie ups with investors & venture capitalists with interest in sports.

Development of *Badminton Hall* with modern modular low-cost methods should be considered with the objective of developing a 'Community Sports Complex' model in the stadium similar to the one operational in Siri Fort Sports Complex of Delhi Development Authority (DDA).

Naming rights of the stadium is another major step that needs to be taken by SAI, once the initiatives like incubator, community sports complex and academies have been implemented. Conglomerates like Bharti Airtel or Hero Group could be considered, along with large private educational groups like Amity or Ashoka Group.



Based on our projections and analysis, it appears that Sports Incubator can contribute almost half of the total improvement in utilization of spaces in the stadium, while sports academies can contribute over a third of the total increase in revenues.

	Impact		Funding & Operation Model
Key New Concept	% contribution to utilization improvement*	% contribution to increase in Revenue#	
Sports Incubator	47	16	Outsourced
Community Sports Complex	24	29	Outsourced
Sports Museum	3	16	Public Private Partnership (PPP)
Sports Academies	26	39	Outsourced
* w.r.t. to projected utilization level post implementation of suggested concepts			
# w.r.t. projected increase in revenue post implementation of suggested concepts			

TABLE 1: IMPACT OF IMPLEMENTING KEY NEW CONCEPTS

Some investments in the short term (viz. immediate 6-12 months window) are recommended for kickstarting the utilization improvement initiatives.

Estimated expenditure in immediate 6-12 months window	
Cost component	Cost (INR) lacs
Badminton Hall	200
Sports startup incubation centre	45
Shooting Range	60
Archery Range	15
TT Hall	60
3-in-1 sports arena (Futsal + JorkyBall + Box cricket)	45
Gym, Walking area, Kids Gym section	112
Restaurants, Café, Retail	50
Activations (Schools & Communities)	75
Total	662

TABLE 2: ESTIMATED EXPENDITURE FOR MAJOR DEVELOPMENTS

In conclusion,



- Quick implementation of short-term measures suggested above;
- Finding right outsourcing and PPP partners to invest in financing & operations; and
- Creating a strong outreach program to engage educational institutions and residential communities around the stadium

will be the Critical Success Factors (CSFs) for turning around MDCNS into an optimally utilized stadium that becomes a hub for sporting activities – from broadbasing to performance.

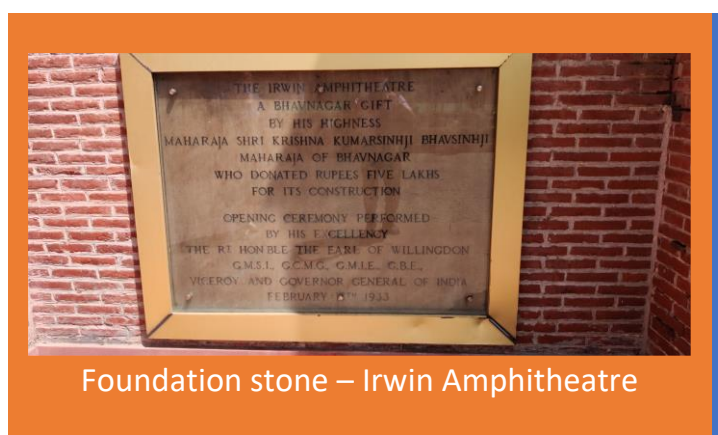
Background and Objectives

Major Dhyan Chand National Stadium (MDCNS) is one of the five stadia under the ownership and custody of SAI, the others being

- Jawaharlal Nehru Sports Complex
- Indira Gandhi Sports Complex
- Dr. Shyam Prasad Mookherjee Swimming Pool Complex
- Dr. Karni Singh Shooting Ranges

While all the above stadia are of national importance and pride, MDCNS is somewhat special since it is also a national heritage and cradle for the sport of Hockey in India. With a total area of 146746 square meters (about 37 acres) it is one of the largest stadium complexes in the country. It also occupies a special place due to its location near India Gate and the upcoming Central Vista in the national capital New Delhi in addition to the fact that it is primarily a stadium for the sport of Hockey, where India has maximum number of Olympic Gold Medals.

It was inaugurated in 1933 as Irwin Amphitheatre and was subsequently named the National Stadium in 1951 during the hosting of the Asian Games then. In 2002, it was renamed as the Major Dhyan Chand National Stadium in honour of the legendary Indian Hockey player himself. Originally designed to be a multipurpose stadium with an amphitheatre, it subsequently got converted into primarily a hockey stadium and went on to host Asian Games (1951), Hockey World Cup (2010) and Commonwealth Games (2010).



Foundation stone – Irwin Amphitheatre



Many prominent hockey teams have been tenants of the stadium, main amongst them being:

- Air India
- Punjab National Bank; and
- Delhi Waveriders (Hockey India League Franchisee)

The stadium was revamped at a cost of over Rs 262 crore prior to the Commonwealth Games (2010)¹. It has three synthetic Hockey pitches — two conform to international standards and a third is for practice. Besides facilities for other sports include:

Objectives of study/project

- | | |
|---|--|
| <ul style="list-style-type: none"> • Identifying strengths and opportunities in the stadium for improving utilization for sports • Studying leading practices for improving utilization across stadia • Analysing utilization and revenue data of the stadium • Developing concepts for implementation in the stadium towards improving utilization • Providing recommendations to SAI for consideration | <ul style="list-style-type: none"> • Five tennis courts (clay) • Six squash courts (under construction) • Swimming pool (Olympic size) • Cricket ground (non-standard size with practice nets) |
|---|--|

SAI introduced the 'Come and Play' scheme in the stadium with the objective of promoting community sports and providing easy access to potential young hockey talent to get training from experienced SAI coaches. SAI is now evaluating seriously the various possible solutions that could be implemented to convert the stadium into a 'community sports space' for citizens of the city and competitive sportspersons alike to utilize the available facilities, thereby increasing the utilization of the stadium to an optimum level.

Post 2010 with the shifting out of the key tenants and government's policy to further relax the norms of the 'Come and Play' scheme, sporting activities have reduced in the stadium except for the National Centre of Excellence (NCOE) for hockey, which still continues to operate from the stadium premises. Tenants like Ministry of Home Affairs (MHA) and Namami Gange Mission (NGM, under the Ministry of Jal Shakti), Government of India, now occupy much of the building spaces in the stadium and have been a very significant source of utilization and revenue generation for SAI. Various non-sporting events like fashion

¹ https://en.wikipedia.org/wiki/Major_Dhyan_Chand_National_Stadium#:~:text=On%2024%20January%202010%20it,was%20constructed%20in%20its%20place.



shows, music events, etc. have also been held in the stadium premises by leasing them at standard rates prescribed by the government.

Online booking of all such facilities available in the stadium can be done using the website link <https://booksaistadia.gov.in/>. Such bookings also have been far and few in the last many years, although non-sporting events do provide a good contribution to the overall revenues earned by SAI through the stadium.



In view of the above challenges, SAI, is keen on reviving sports activities in the stadium and making it again a hub and nerve centre for sports and perhaps try and take the stadium even higher than its former glory. With this objective, SAI instituted this project to prepare a concept plan for optimum utilization of the stadium, with a focus on sports and sports ecosystem in the National Capital and the country.

Sportseed, a leading boutique sports education and consultancy company, based in New Delhi were appointed as project consultants.

Approach & Methodology

Our standard ACE approach was applied in performing this project.

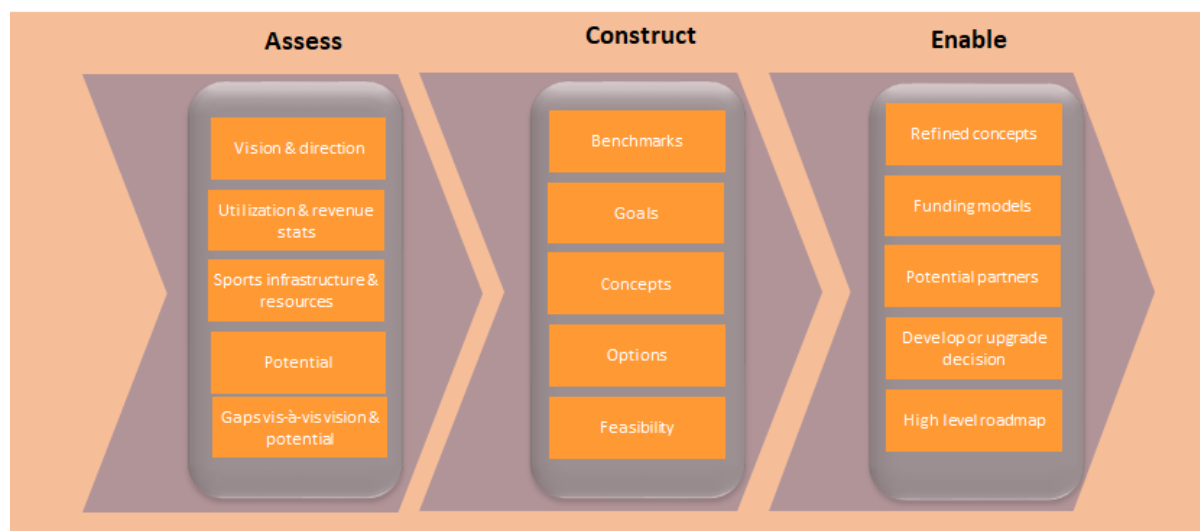


FIGURE 1: ACE APPROACH



The methodology to develop a concept plan for optimum utilization of MDCNS comprised of:

- Recce and physical inspection of the MDCNS stadium complex
- Review of layout diagrams of the stadium with professional architects
- Data collation and analysis for stadium utilization and revenues; questionnaire (see [Annexure 1](#)) was used for the purpose of information collection and interviewing stadium administration
- Assorted discussions with industry practitioners, sports subject matter professionals and stakeholders of the stadium (see [Annexure 2](#) for list of interviewees)
- Secondary research on Indian and Global stadia, to understand and evaluate leading practices that may be considered to implement concepts for optimization
- Develop concepts for optimization
- Understand costs and revenue projections
- Map appropriately with available spaces/areas in the stadium complex in alignment with overall objectives of SAI

SWOT Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) from the point of view of improving stadium's utilization, is analysed and presented here.

Strength (S)	Weakness (W)
<ul style="list-style-type: none"> • Central location; attractive for events • Tourist attractions as neighbours • Excellent metro rail connectivity • Image of Hockey Hub • Existing coaching staff • Facilities for other sports – Tennis, Squash, Cricket and Kabaddi 	<ul style="list-style-type: none"> • Low visibility in public mindspace • Image of single sport (hockey) stadium • Absence of marketing strategy, including that using social/digital media • Administration driven organization structure rather than goal driven • Lack of amenities to make it more hospitable and attractive for visitors
Opportunity (O)	Threat (T)
<ul style="list-style-type: none"> • 100 schools in radius of 10 km as potential users • Over 3000 corporates in Delhi/NCR as market for stadium • Ample space to create sports startup incubator & invite industry bodies to set up offices in stadium • Under utilized open spaces & parking areas 	<ul style="list-style-type: none"> • Over 30 well established sports clubs/academies in 10 km radius of the stadium • Presence of IHC (arts & culture center), IGNC (exhibitions) and NDMC hall (conventions) in vicinity of MDCNS • Non-sports prominent tenants

FIGURE 2: SWOT FOR MAJOR DHYAN CHAND NATIONAL STADIUM



Strength

Location of the stadium, very close to landmarks like India Gate and in the central part of the capital city, is its biggest strength. With Old Fort of Delhi, High court and sessions courts, and Modern Arty Gallery as its immediate neighbours, the vicinity of the stadium is visited by a variety of people viz. tourists, professionals, children and families. Being centrally located it can be a preferred choice for hosting sports & non-sports events, national or international, since central locations enable guests to have fun and explore the city before and after event.

There are nine metro stations within 5 km radius of the stadium, nearest being Pragati Maidan (only 1.9 km) and, Janpath or Mandi House (which are 3.2 km), from where people can easily access the stadium from all directions in Delhi/NCR region. Stadium has ample parking facilities for visitors traveling by owned vehicles to find it convenient to visit the stadium.

Etched in popular media references as the 'Temple of Indian Hockey' the stadium has the strength in getting revived in public consciousness through strong outreach and marketing to reach this public mindspace, both as a top-class sporting venue and tourist attraction.

Dedicated staff of qualified and experienced coaches (Nine coaches for hockey, tennis and cricket) and extremely low rates for the government's 'Come & Play' scheme are strengths that need to be further exploited.

In the National Centre of Excellence (NCOE) building, the lobby is full of historical posters from India's hockey glory in Olympics. This could be of interest for young school children, aspiring young

- Enhance reputation as a must visit temple of hockey
- Build on existing resources to provide value beyond hockey to community

athletes and their parents and should be developed into a full-fledged sports walk/tour. With strong promotions, this could increase footfalls to the stadium.

Lastly, the presence of existing infrastructure for other sports like Tennis, Squash, Cricket, Swimming and Kabaddi is a huge plus for the stadium to be developed into a community sports complex by implementing some facilities that could improve the general hospitality and feel good factor for the stadium.

Weakness

Low visibility of the stadium in general public, with respect to usage, despite its prime location and government schemes like 'Come and Play', is primarily due to absence of

Concept plan for optimum utilization of Major Dhyan Chand National Stadium



structure marketing strategy to promote the stadium with public in general and institutions, residential complexes and corporates in specific. This is reflected in the low utilization levels and far & few bookings of stadium resources/assets for sports and non-sports events.

Identification of the stadium as a single sport stadium (for Hockey) is a weakness that needs to be dealt with care while developing and promoting the stadium as much more for the community and athletes. The facilities for other sports need to be supported with other amenities like cafeterias, food courts, sports retail, ATM machines, information desk, etc. to provide a more friendly and comfortable feel to any visitor – be it an athlete, player, spectator or tourist, so that each such visitor becomes a repeat visitor.

- Resolve the issue of low visibility by having a structured marketing strategy and plan
- Reduce the risk of being seen as a hockey only stadium by aggressively promoting various other facilities and assets in the stadium

In the modern context of the digital age, the most prominent weakness that appears is an almost negligible presence of the stadium on social media platforms, including an absence of even a strong website/portal for the stadium.

Current organisation structure of the stadium is administration oriented and is limited to maintaining the stadium and not promoting the stadium. Absence of a professionals who could drive the stadium as a business, with specific Key Result Areas (KRAs) and Key Performance Indicators (KPIs) for driving the growth and operations of the stadium, is an area that requires government's attention on priority.

Opportunity

There are about 45-50 schools in a 5-7 km radius of the stadium. If this is extended to another 5 km (a reasonable distance that may not be considered very far from the school) almost a similar number of more schools are present. Assuming an average of 1000-1500 students in these 100 schools, there is potential of tapping into a 100000-150,000 school kids near the stadium who could be users of the stadium facilities.

Within a few km radii of the stadium are located eminent schools of Delhi, such as:

- Meter Dei, Tilak Lane (1.6 km)
- Guru Harkishan Public School (1.5 km)
- Lycee Francais International de Delhi (2.1 km)
- Iranian School (2.2 km)



- Delhi Public School, Mathura Road (2.4 km)
- Sardar Patel Vidyalaya, Lodhi Estate (2.5 km)
- Air Force Bal Bharti School (3.1 km)
- Modern School, Barakhamba Road (4.1 km)
- The Banyan Tree School (4.3 km)
- Convent of Jesus & Mary, Bangla Sahib (4.6 km)

A program for corporate outreach to invite them to organize their sports & non-sports events in the stadium can generate much required utilization, footfall and revenues. There are over 3000 companies² in Delhi/NCR (based on CSR eligibility criteria)³ who are potential targets for such an outreach (basis the assumption

- Exploit fully the potential usage by schools in vicinity of the stadium first, using feet on ground
- Expand the reach to corporates through structured promotions and roadshows to enable their usage of the stadium for various sports & non-sports events, which has a huge potential

that at least about 20% companies from the total that are eligible would have headquarters in Delhi/NCR region). Even a conservative conversion rate of about 5% of this population will yield 150 number of days of utilization of the stadium, assuming each company books any one stadium asset/resource for at least one day.

Some highly prominent corporate houses, eligible for Corporate Social Responsibility (CSR) under section 135 of Companies Act, 2013 are located near the stadium.

- Sony Music Company, Delhi High Court (0.7 km)
- Lupin Limited, World Trade Tower, Connaught Place (3.4 km)
- Hindustan Construction Limited, KG Marg (3.4 km)
- Wipro Infotech, Tolstoy Marg (3.5 km)
- Hindalco Industries Limited, Tolstoy Marg (3.5 km)
- Boeing India Private Limited (3.8 km)
- Cipla Limited, Sansad Marg (4.3 km)
- Nestle India Limited, Barakhamba Lane (4.0 km)
- Bharat Forge Limited, KG Marg (5.4 km)

Under the CSR Amendment Rules 2021, capital assets also can be created by eligible corporates. This could be a potential opportunity for government to reach out and explore with these corporates, a win-win proposition. This could be done particularly in case of developments/upgrades required in the stadium that require smaller investments.

Stadium has significant vacant spaces/rooms that could be converted into:

² https://csrbox.org/India_CSR_report_India-CSR-Report--Five-Years-and-INR-100,000-Crore_64

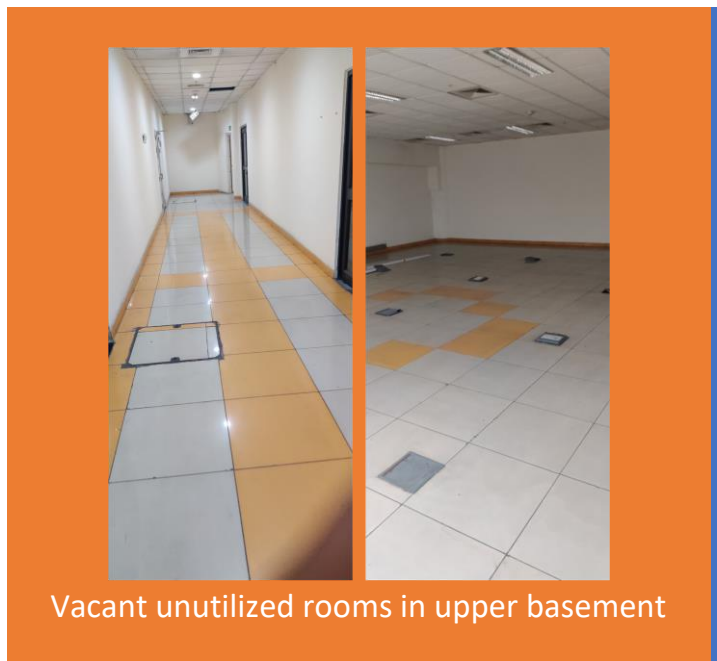
³ https://www.csr.gov.in/state.php?csr_spent_range=&compCat=&mact=&district=&year=&state=Delhi



- Sports startup co-working, incubation and acceleration centre
- Sports leadership & training institute
- Sports science centre

These initiatives can, not only, significantly enhance the utilization of stadium assets, but also generate consistent revenues, by creating partnerships with private players on an outsourcing or Public Private Partnership (PPP) basis. Further, collaboration between sports industry and government can be built by inviting organizations like Sports, Physical Education, Fitness and Leisure – Sector Council (SPEFL-SC), FICCI Sports Division, CII National Sports Committee etc. to have operating offices in these available spaces in the stadium.

More competitive rates could be offered to these organizations to incentivize them to shift their offices within the stadium, which also provides the additional incentive of convenient parking spaces.



Threat

Over 30 well organized sports clubs/complexes and academies are located in a radius of 7-10 km of the stadium. These clubs offer a variety of sports options ranging from Badminton, Tennis, Swimming, Table Tennis, Cricket, Football and even games like carrom.

Presence of Pragati Maidan in close vicinity and many good hotels with banquets and other facilities, pose a threat to the revenue streams of the stadium generated by hosting non-sports events. Other prominent places near the stadium that add to this threat could be India Habitat Centre (Lodhi Road), Indira Gandhi National Centre for Arts (IGNCA) Exhibition Hall (Mansingh Road) and New Delhi Municipal Corporation (NDMC) convention centre (Sansad Marg).

Swimming pools are a big attraction for pay and use customers, as well as for seasonal swimmers. Stadium faces challenge from well know swimming facilities in the area, which may be preferred by these customers due to absence of awareness of the swimming pool within the stadium. Such pools that directly pose a threat due to presence in vicinity of



stadium could be NDMC, Maulana Azad, Dr Syama Prasad Mukherjee complex, Chelmsford, Talkatora, Air Force and Naval.

Presence of non-sports tenants like Ministry of Home Affairs (MHA) and Namami Gange Project under Ministry of Jal Shakti could threaten the potential interest private companies may have in investing and/or partnering in development and operations of the stadium. Fraternity of eminent sportspersons of India have also been speaking about presence of these tenants being a possible impediment in development of the stadium as a buzzing sports activities hub⁴.

- Encourage prospective sports enthusiasts and event organizers to come to MDCNS rather than other competition venues in the vicinity through a strong structured outreach program
- Evaluate upgrading the existing swimming pool to an all weather pool
- Consider creation of a hotel, at least 3-star standards, within MDCNS premises to be a differentiator vis-à-vis any sports complexes or convention/event centres that are competition to MDCNS

Study of Global Stadia

The stadium owners have to be decisive on whether to build a multipurpose or a specific sport stadium at the beginning and the trend keeps changing every couple of decades. However, the objectives of building / upgrading a stadium remain constant -

1. Encouragement community to engage in sports as a way of life for higher national productivity and economic development
2. Revenue Generation for the owners and investors

A multi-purpose stadium is a type of stadium designed to be easily used by multiple types of events. While any stadium could potentially host more than one type of sport or event, this concept usually refers to a specific design philosophy that stresses multifunctionality over specificity. Historically MDCNS got converted from a multipurpose stadium to a hockey specific stadium over the last 7-8 decades and through its journey of hosting multi-sport mega sports events like the Asian Games to single sport event like the Hockey World cup. While additional sports facilities for Tennis, Cricket and Swimming are present, SAI needs to

⁴ <https://theguardian.com/olympians-want-mha-office-shifted-from-stadium/>
Concept plan for optimum utilization of Major Dhyan Chand National Stadium



look at the possible challenges that stadia around the world have faced in achieving optimum utilization, monetization and footfalls.

We tried to study few global stadium structures to understand challenges, leading practices and innovation that helped the stadium to achieve these objectives.

Today's modern sports venues have many operational challenges. They often host multiple activities including sporting events, and concerts. Most venues are designed to quickly change in layout and function for these different events. The faster and more efficient these changes can be made, the lower the operational costs and maybe even the more events it can host.

Global stadia studied

- SportHub, Singapore
- Optus Stadium Perth, Australia
- Melbourne Cricket Ground, Australia
- Camp Nou – Barcelona, Spain
- Allianz Riviera – Nice, France
- Allianz Arena – Munich, Germany
- Wembley Stadium – London, England
- Amsterdam Arena - Netherlands

The challenges & strategies of the stadium revolve around primarily - the number of events, the footfall and the opportunities to spend on revenue generating assets of the stadium.

World Stadium Index

A study by Danish Institute of Sports Studies⁵ with an objective to assess the sustainability of stadiums built or renovated for a major international event in terms of sporting and financial ability, covered 75 stadiums in 20 countries and looked at stadiums hosting major international events like Olympics, FIFA world cup, UEFA Euro cup, Afro Games, Asian Games & Commonwealth games. The study covered events that have happened in the pitch / stadium or FOPs only and did not include footfalls on account of Stadium tours etc.

World Stadium Index was developed as a means to compare different stadiums on a similar scale. This index focuses on the number of spectators visiting the stadium each year in relation to the stadium's capacity.

World stadium Index is defined as the number of times the stadium has been able to fully fill its capacity. It is arrived by dividing the total attendance in a year for all events put together by the stadium capacity. Data from all many prominent global stadia was analyzed by us and is presented in [Annexure 13](#).

Some key observations on analysing this data reveals:

⁵ https://www.playthegame.org/fileadmin/documents/World_Stadium_Index_Final.pdf



- Average World Stadium Index (WSI) of Olympic Stadia is 18 and they hold an average of 65 events per year
- Average WSI of UEFA Euro stadia is also 9.9 and they also conduct an average of 27 events per year
- The Private stadia have a better WSI as compared to those which have Public ownership (15.55 WSI for Private as compared to 9.8 WSI of Public owned stadia)
- Number of events organized per annum is comparable for both the ownership models (36 for private as compared to 38 for public stadia). This may be an indication that private stadia are able to drive more spectators and hence greater revenue

In contrast, based on data on events provided by SAI we found that MDCNS has hosted only 16.7 events per annum cumulatively for all sports assets & FOPs put together. Further, based on analysis the WSI of MDCNS is at 0.6 ([Annexure 14](#)), which is significantly lower than even the average achieved by other leading global stadia.



Challenges in optimizing utilization and revenues/returns

Challenge 1: Overcoming the Millennial with Technology

According to sports demographer Richard Luker⁶, the greatest decline in avid sports fans in the last decade has come among millennials and younger generations. This drop correlates to pre-sales and match day sale⁷.

- Now more than ever, these sporting arenas are facing an uphill battle of finding ways to entice millennials to actually attend games
- Eighty percent of sports viewers say they use a computer or smartphone while watching live sports on TV. They use the devices to search for player stats, live scores, messaging other fans, and watching related videos.
- Teams have hit with the reality that it's a lot cheaper, and a lot easier, for a fan to watch the big game in their family room. A study showed that 57% of fans prefer to watch the game at home⁸.
- The decline in millennial attendance to everything from the proliferation of high-def TVs to readily available post-game recaps in the form of tweets, Vines, highlight videos, and more. No longer does one have to be in the stadium to feel a part of the action⁹.
- Not having WIFI can be a major turn off for fans who want to stay connected throughout the game. If stadium event managers are not proactive with social media and do not have the capability of enticing fans with modern technology, fans are simply not following them nor going to games in person.

This trend, more than even before, had made it imperative for Stadiums to be updated time to time to catch up with the millennials and introduction of latest technology trend of Augmented Reality (AR) and Virtual Reality (VR) trends is crucial for the GenZ.

The changing demographics of fans is one of the reasons stadiums are adding Wi-Fi. Connectivity is especially important to younger fans, particularly those in college. At college games, fans often leave at halftime if they can't connect to the internet or upload photos to social media. Strong Wi-Fi connectivity ensure Fans stay, giving sponsors their money's worth.

Another big reason, stadium makes more money through additional purchases, whether from food and drink, or merchandise or seat upgrades.

⁶ <https://www.linkedin.com/in/rich-luker-3aba082/>

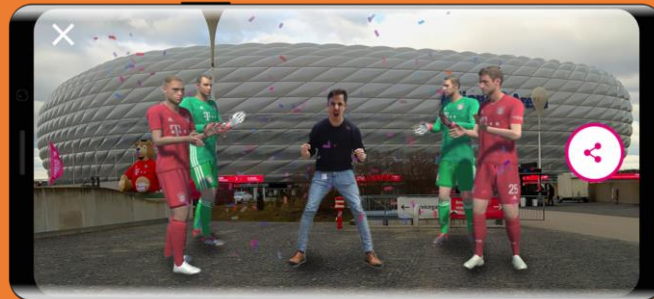
⁷ http://www.skidmorestudio.com/wp-content/uploads/2019/10/Sports-Marketing-to-Millennials_-Skidmore-Studio-White-Paper.pdf

⁸ Cisco Study: <https://www.techrepublic.com/article/how-sports-teams-are-scrambling-to-keep-millennials-coming-to-games/>

⁹ www.skidmorestudio.com/wp-content/uploads/2019/10/Sports-Marketing-to-Millennials_-Skidmore-Studio-White-Paper.pdf



- Allianz Arena stadium in Munich has been building for the Millennial's by implementing 5G technology in and around the stadium¹⁰. The technology will allow fans to, among other things, walk in as the 12th man on the Bayern team or take part in goal celebrations
- Camp Nou has invested heavy in technology integration to get closer to the fans and attract more tourism¹¹.
- London's Wembley Stadium has implemented 400Mbps 4G+ connectivity from EE to allow fans to stream goal replays, check sports apps and share photos and videos on social media¹².



Social AR showcased at the entrance of the Allianz Arena, presented an innovative way to entertain fans before the match. Fans could use their mobile phone's camera in front of the stadium to display giant animated avatars of FC Bayern players coming into life in front of them. Every fan could take pictures with and share photos & videos on social media.

Challenge 2: Modern design & security expectations

Security is a major task while implementing in real time after design consideration. How to keep the fans safe, protect valuable property and mitigate risk are all concerns for the modern stadium owners.

Digital signage, cellular coverage and security are all seemingly disparate technologies yet they all get connected via structured cabling. The modern stadium has a flexible, standards-based design that allows the stadium owner to use current technology but are also exposed to lots of risk by hackers. These security concerns for these massive structures are a major concern in a lot of countries due to theft and vandalism¹³.

¹⁰ <https://www.bundesliga.com/en/news/Bundesliga/bayern-munich-s-allianz-arena-undergoes-hi-tech-upgrade-456021.jsp>

¹¹ <https://www.fcbarcelona.com/en/news/1856346/fc-barcelona-gets-a-unique-financing-model-for-espai-bara-based-on-incremental-revenue-generated-by-the-camp-nou-over-25-years>

¹² <https://uk5g.org/5g-updates/read-articles/connectivity-at-wembley-5g-for-the-cup/>

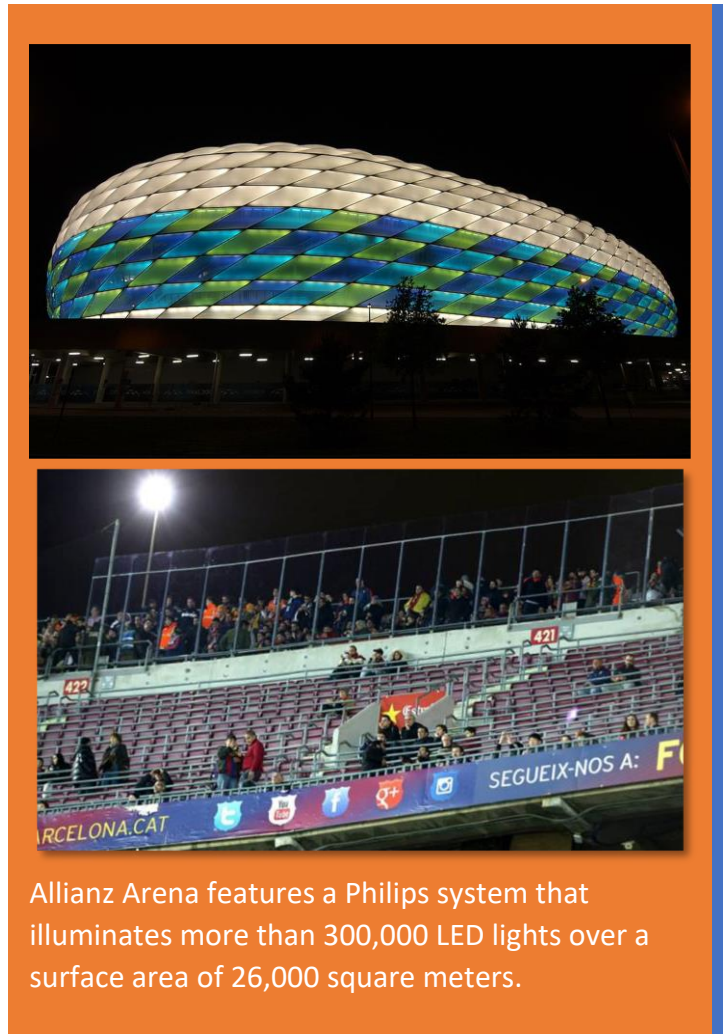
¹³ <https://www.sports-management-degrees.com/lists/five-greatest-security-concerns-every-stadium-faces/>



Stadiums often have several areas within that require varied levels of security. Areas such as practice fields, locker rooms, and healthcare facilities that are accessible to athletes and staff and are made accessible to attendees, on occasions, such as concerts, exhibitions expose the stadium security.

Allianz Arena stadium has a visually impressive exterior made of fluoropolymer technology, making the facility look like an airship.

This attracts people who don't even follow that team but have the urge to visit the stadium just feel the ambience and that forms a connection with everyone who visits that facility. The entire arena around the stadium is illuminated, which decreases security concerns too.



Allianz Arena features a Philips system that illuminates more than 300,000 LED lights over a surface area of 26,000 square meters.

Challenge 3: Financial appraisal

It is getting difficult for stadium stakeholders to evolve, change, upgrade and keep up pace with the possibilities of revenue streams on match days and non-match days.

The business plan will need to look at the whole-life scenario rather than a short-term view if the stadium operator is to achieve best value from the facility.

Before its renovation, Wembley stadium had a lot of recognition but didn't host several major events as they were lacking modern arena solution. The financial operations were getting heavy because they were not organizing many events. Hence, there was a lot of gross expenditure, deadweight, idle assets, economic leakage was also an addition crisis hitting Wembley.



In 2007, the stadium was restructured and renovated. It turned around the economy of London. The impact the stadium threw after the renovation was massive¹⁴.

Wembley Stadium – Key Metrics (2017-18 season)

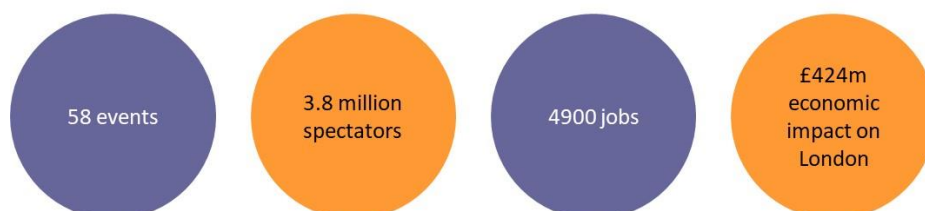


FIGURE 3: IMPACT DUE TO TURNAROUND OF WEMBLEY STADIUM POST FINANCIAL APPRAISAL

Challenge 4: Sustainability

Globally climate change is now a compelling factor in any stadium development and operations, and the effects of climate change must be taken into account in the management and operation of any stadium, new or old. Some challenges that stadia have to face are highlighted below.

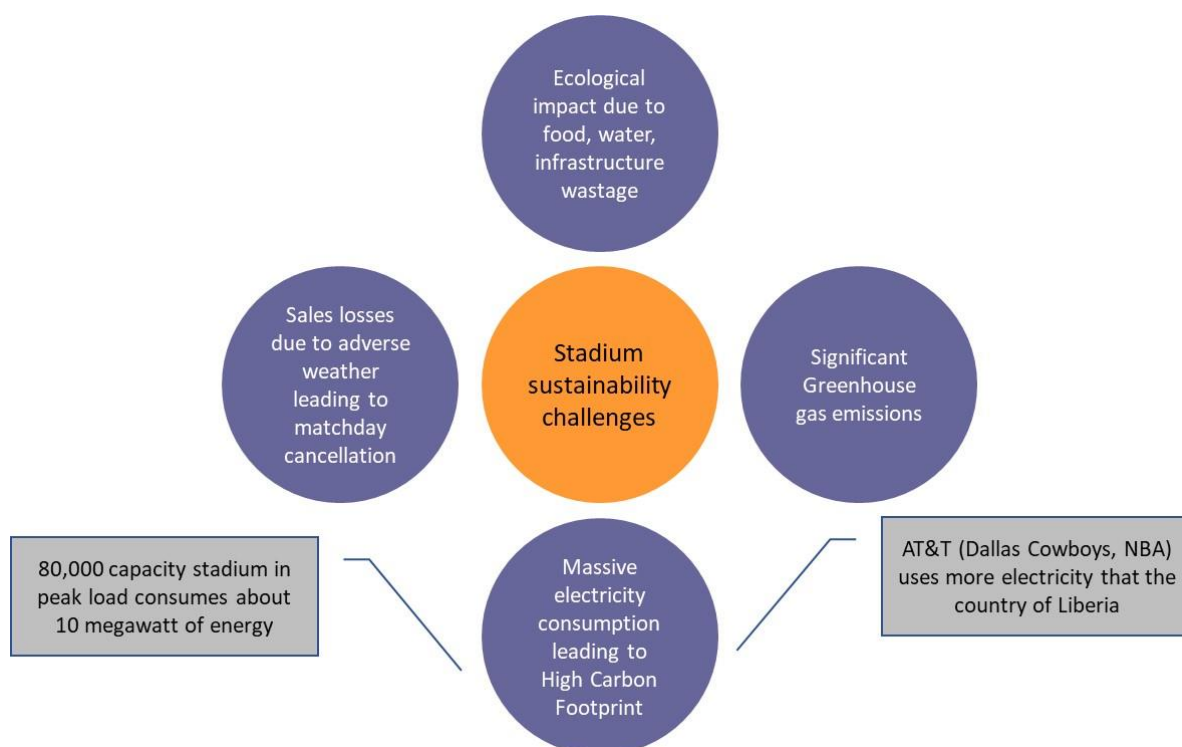


FIGURE 4: SUSTAINABILITY ISSUES FOR A STADIUM

- Stadiums have responded to energy overconsumption through promoting solar and wind energy.

¹⁴ <https://democracy.brent.gov.uk/documents/s80862/Economic%20Impact%20of%20Wembley%20Stadium%20Events.pdf>, Deloitte Report, 2018
Concept plan for optimum utilization of Major Dhyani Chand National Stadium



- *CenturyLink Field* in Seattle is attempting to set the benchmark for stadiums and their material management and sustainability programs. The facility started tracking its recycling rate in 2006 with a baseline diversion rate of 35%. In 2011 the stadium partnered with WM and implemented a single-stream recycling program aimed at maximizing material capture and diversion. The partnership yielded impressive results within the first year. Through the creation of a recycling centre, consistent signage and containers, and training and dedication of the stadium staff, the diversion rate jumped from just over 70% to 90%¹⁵.
- *MCG*: MCG has undertaken an energy efficiency upgrade that has converted the MCG into one of the most environmentally sustainable stadia in the world – and saved enough electricity to power the light towers for nearly six years.
 - Recycling and materials use is just one example of the MCG's commitment to environmental sustainability. By focusing on reducing waste to landfill, the MCG has increased the amount of recycled waste from 61 percent in 2013 to 78 percent in 2019, while reducing their organic waste by 80 percent.
 - In 2018 the MCG became the first sporting venue to close the loop on organics recycling, with waste produced at the stadium treated in-house via an organics dehydrator¹⁶.
 - Continual improvement of ground performance and best practice in environmental management through the implementation of their EMS. (environment management system)
 - The prevention of pollution by managing pitch events and activities in an environmentally responsible manner.
 - Measurement and minimizing of resource consumption; specifically, water and energy use associated with stadium pitch and operations.
 - The MCG has been recognized for its achievements in sustainability, receiving an 'Innovator of the Year' award from the Green Sports Alliance in 2018.
- *Allianz Riviera*: The Allianz Riviera Stadium conforms to the most rigorous standards of environmental and social responsibility. It relies on solar energy and eco-materials, and the management is committed both to recycling and to providing job opportunities and training in sustainable development to local workers. With 49,500 m² of covered space, the Allianz Riviera stadium's structure is the largest wood-metal space frame structure ever built. The selection of wood for the structure was based on two fundamental criteria: it's very low carbon footprint (which made a significant contribution to the project's sustainability) and its optimal strength-to-weight ratio, particularly relevant in seismic zones¹⁷.
- *Wembley*: convertible stadium - Stadium retractable roofs are generally used in locales where inclement weather, extreme heat, or extreme cold are prevalent during the respective sports seasons, in order to allow for playing of traditionally

¹⁵ <https://www.wm.com/sustainability-services/documents/insights/Stadiums%20and%20Arenas%20Insight.pdf>

¹⁶ <https://www.mcg.org.au/whats-on/latest-news/2021/april/the-mcg-a-leader-in-environmental-sustainability#:~:text=By%20focusing%20on%20reducing%20waste,organic%20waste%20by%2080%20percent.>

¹⁷ <https://archello.com/project/allianz-riviera-stadium>



outdoor sports in more favourable conditions, as well as the comfort of spectators watching games played in such weather. Wembley has introduced such a playing experience¹⁸.

- *Amsterdam Arena*: This stadium is home to the Ajax football club and has installed some of the most sustainable green incentives in the world. The stadium is powered by a wind turbine and 4,200 solar panels.
- *Mercedes-Benz Stadium*: Home to the Atlanta Falcons football team, this U.S. stadium received a platinum Leadership in Energy and Environmental Design (LEED) certificate. The stadium consumes almost 30% less than the average energy consumption for arenas, and 47% less water.
- *Levi's Stadium*: This U.S. stadium in Santa Clara, California holds multiple LEED certifications. It was also recognized recently by the White House for its devotion to fighting climate change and environmental awareness in the sport. It has a 27,000 square foot solar-panelled green roof, and the stadium locally sources organic food; 78% of the food vendors are within 150 miles of the stadium.

All the stadiums being renovated or re-constructed are trying to invest heavily on preserving the energy first, as in the long run it is important for them to sustain and millennials would also be attracted to such eco-friendly stadiums.

Challenge 5: Pitch management

The centre of most events is the field of play, and its condition is critical to the success of the event. Pitches vary upon the climate. The ground conditions play a huge role in any sporting event. They are the driving force in a game. Ignoring the management of the pitch or cutting short your budget on maintenance of the pitch will result into losing a lot of major sporting events. Maintenance is a hefty task for any facility or operation

Stadiums in NFL league, USA have two options: turf or grass. Those that choose turf pay a minimum of \$52,500 a year while those who have grass pay \$5,000 a year. This cost doesn't include other routine maintenance such as, lighting, water management, and cleanliness of the stadium¹⁹.

Problems may arise when other events are held on the same surface, particularly concerts, or fashion shows, and consequently the pitch may take some time to recover. Therefore, many stadium operators have opted for a hybrid synthetic/natural grass solution with under-pitch heating and drainage, pitch ventilation and solar lighting arrays, to ensure the best performance.

¹⁸ https://en.wikipedia.org/wiki/Retractable_roof

¹⁹ <https://transcendent.ai/blog/asset-management/>



Popular solutions deployed by global stadia to optimize utilization and revenues/returns

While we discussed the upcoming trends, challenges and different approaches by stadium in managing these challenges, some other well exploited and successful revenue generating concepts²⁰ are discussed below

Concerts

Not all stadiums can be used to host live concerts and other events, but the biggest and best often make for ideal venues for live music too. This has become a legitimate way for stadiums to bring in extra cash. Stadiums became the main venue for staging concert performances of popular music.

Huge investments in stadium upgrade/renovations require following key aspects for revenue generation and investment returns to be considered:

- Stadium should be a versatile entertainment venue rather than strictly a sports venue
- Understand public interactions likely to happen and create accommodating spaces for such interactions (for example, business lounges)
- Create multiple opportunities for engaging experiences through new food and entertainment options in and around the arena

Wembley Stadium

When the Football Association revealed turnover figures for Wembley in 2012 it was revealed that it had brought in £318 million, £11 million less than in 2011. To begin with it wasn't clear why, until someone realised that the stadium had hosted less concerts that year than in the previous one²¹.

Singapore Sports Hub

The Singapore Indoor Stadium has hosted a wide variety of sports, entertainment and community events, including Western and Asian superstars, family entertainment, award shows, sports matches and other large-scale events. It offers world-class technical facilities and a flexible configuration that scales from 4,000 to 12,000 spectators. Recent events held at the Singapore Indoor Stadium include concerts by Ed Sheeran, Britney Spears, Mayday, EXO and G-Dragon sports events such as ONE Championship, WWE 2017, UFC Fight Night and WTA Finals, as well as productions like the Home Team Gala Show and Disney on Ice²².

Optus Stadium

²⁰ <https://ungerboeck.com/resources/the-future-of-stadium-arena-profitability>

²¹ <https://www.football-stadiums.co.uk/articles/how-do-football-stadiums-make-money/>

²² [https://mediabank.sportshub.com.sg/documents/SportsHub_SalesBrochure+\(low+res\).pdf](https://mediabank.sportshub.com.sg/documents/SportsHub_SalesBrochure+(low+res).pdf)



Live entertainment events were perhaps the most popular and high-profile events. With a total attendance of 120,979 across two shows at Optus Stadium, Ed Sheeran's ÷ (Divide) Tour attracted more than four times the audience compared to his 2015 show at HBF Park (formerly known as nib Stadium). Notably, Ed Sheeran's Saturday night show (3 March 2018) holds the record for the highest attendance at a single event at Optus Stadium, with 62,622 attendees. Taylor Swift's Reputation Stadium Tour concert was also very popular, attended by 48,405 people²³.

Naming Rights

Naming rights are a financial transaction and form of advertising whereby a corporation or other entity purchases the right to name a facility or event, typically for a defined period of time. For properties such as multi-purpose arenas, performing arts venues, or sports fields, the term ranges from three to 20 years.

Industry commentators put the annual worldwide spend on sponsorship and naming rights at around \$5 billion. Naming rights have generally gone to the highest bidder. More recently, sponsors tend to be stable consumer brands in the financial services and insurance industries, such as Citi, Farmers and MetLife. Sports teams and stadium owners are looking not only at the size of the bid, but also at reputation²⁴.

"Named" stadiums can be found in countries including USA, Australia, Japan, China, Finland, Canada, Israel and Germany, where 8 of the 10 largest football stadiums have their naming rights sold to corporate sponsors. The practice is widening in the United Kingdom; for instance, the current stadium of Bolton Wanderers is the University of Bolton Stadium (after 17 years as Reebok Stadium and 4 as Macron Stadium) and Arsenal Football Club's stadium (opened for the 2006/2007 season) is the Emirates Stadium, their previous ground being Arsenal Stadium. In cricket, the most famous example is The Oval, home of Surrey County Cricket Club. It has had several sponsors over the years, and is currently known as "The Kia Oval", having originally been known as the "Kennington Oval", the district of London in which it is located.

Allianz (German financial service company) is for the biggest player in the "stadium naming rights" market. the company holds naming rights to Bayern Munich's Allianz Arena (Germany), Sydney's Allianz Stadium (Australia), Minnesota United's Allianz Field (US), Allianz Parque in São Paulo (Brazil) and Allianz Stadion in Vienna (Austria).

Optus, the second-largest telecommunication company in Australia, and the state government agreed to a 10-year naming rights deal that is thought to be worth approximately \$50 million in value.

²³ https://en.wikipedia.org/wiki/Taylor_Swift%27s_Reputation_Stadium_Tour

²⁴ https://en.wikipedia.org/wiki/Naming_rights/



Sports Museum

A lot of teams/stadia have added museums, historical displays, halls of fame and stadium tours that have helped turn their venues into magnets for fans all year long.

Singapore, Sports Hub

Dedicated to telling the stories of Singapore's sporting aspirations, the Singapore Sports Museum is Singapore's first sports-related Museum and welcomes sports training academics, international sporting organizations, as well as curious minds from the city and abroad.

Allianz Riviera

The museum has been built with the following mission, besides contributing to the revenue stream,

- The study and presentation to the public of the sporting fact and the related heritage.
- The conservation, protection and restoration on behalf of the State of cultural property listed in its inventories.
- Contribution to the progress of knowledge and research on current sporting facts as well as to their dissemination²⁵.

Club Membership model

Camp nou

This membership model has worked well for both, the Club Barcelona and the stadium Camp Nou. It increased their digital presence and a new revenue stream from digital business through the 140,000 members of the club²⁶. FC Barcelona claims more than 1.4 billion digital interactions in 2019

MCG

	CATEGORY	OPENING HOURS	
		Weekdays: 10:00am - 8:00pm Weekends, Eve of Public Holidays & Public Holidays: 10:00am - 9:00pm	
Per Entry	Adult	Local Resident Rate*	Standard Rate
	Child (under 18 years old)	FREE	\$10.00
	Student (with a valid student pass)		\$5.00
	Senior Citizen (60 years old and above)		\$5.00
	Child (under 6 years old)		FREE

*Applicable for Singapore Citizens & Permanent Residents (Valid photo ID required)

Singapore Sports Hub Museum provides free entry to locals

²⁵ <https://archello.com/project/allianz-riviera-stadium>

²⁶ <http://www.insideworldfootball.com/2020/02/04/barca-target-digital-revamp-grow-revenue-new-audiences/>
Concept plan for optimum utilization of Major Dhyan Chand National Stadium



Full membership of the Melbourne Cricket Club entitles members access to the Members Reserve for all cricket and football events, including the AFL Finals Series, the AFL Grand Final and all days of the Boxing Day Test. Another reason behind the introduction of membership program was to maximise attendance at the MCG on lower-demand days without impacting the comfort of fans on major match days. A provisional MCC membership would cost \$325 a year – half that of full membership (\$650). A restricted membership costs \$508 a year.

All the top stadiums in UK, USA and Spain have an annual club membership program. This helps stadia know their daily audience and not just event attendance.

This helps build a relation with the end user and generate sizeable revenue by this program.

Gym / Fitness studio / Open jungle gym workout

With the growing interest among members to participate in sporting events, such as races and tournaments, Stadium gym concept can benefit from offering sport-specific training programs.

Singapore SportsHub has been able to capitalize on this working out concept by offering energising cardio workouts like Zumba and Cardio Kickbox, muscle conditioning Barreless workout and FTX Release Yoga.

Open air gym with portable bars and body weight exercise equipment placed around is also a great concept that requires minimum investment and potential maximum traction for public to come and utilize such facilities. This in turn increases footfall and potential for more club memberships to use other facilities available within the stadium for club members.

Parking

Parking space built by stadium are idle on Non- Match days. *Singapore Sport Hub* has innovatively used these empty spaces on Non-Match days. Skate park, Giant Chess, Volleyball, Basketball and trampoline facilities are placed in the parking for open public usage, that increase footfall²⁷.

Many other stadia around the world have also made paid parking available for public use

The screenshot shows the 'Wembley Park Non-Event Parking' website. It lists parking rates for non-event days, including 0-6 hours at £1 per hour, 6-8 hours at £10, 8-12 hours at £12, and 12-24 hours at £24. It also mentions that there is no need to book and that there are over 3,000 spaces across multiple car parks. The website is set against an orange background with a blue sidebar on the right.

²⁷ <https://www.sportshub.com.sg/free>



to optimize utilization and generate revenues. Wembley is one such leading stadium in Europe, where Wembley Park near the stadium has been developed to offer colour coded (red, yellow) parking areas that come with different privileges with respect to access to the stadium²⁸.

Wedding Photography and Ceremony / College events

Leading global stadia like Singapore SportsHub, Camp Nou, Melbourne Cricket Ground, Allianz Arena all encourage wedding and college graduation events.

Featuring beautiful architecture and awe-inspiring layouts, the *Singapore National Stadium/Sports Hub* offers the perfect location for pre-wedding shoots and engagement photos²⁹.

MDCNS could also evaluate these as part of its marketing & promotions plan, since many Indian families also spend lavishly on wedding photography and ceremonies. Delhi/NCR also is the region with many universities, including some large private ones like Amity, Ashoka etc. which could be encouraged to conduct their college events in the stadium. A stadium museum ticket along with stadium tour to all marriage invitees or colleges/universities will help in word-of-mouth marketing.



Optus stadium, Australia, regularly provides the seating bowl for college/university events

Optus Stadium's seating bowl ceremony celebrating finishing high school in the grandstands at Optus Stadium. Non-catered packages start at \$25 per person, while catered options start at \$45 per person based on minimum of 600 people³⁰.

Indoor Halls / Arenas

Singapore Sports Hub: OCBC Arena

The OCBC Arena (*also an example of selling naming rights for only a part of stadium*) is made up of six indoor sport halls, designed for multi-purpose usage that includes public

²⁸ <https://wembleypark.com/get-here/parking-wembley-park/>

²⁹ <https://www.sportshub.com.sg/national-stadium-wedding-photography>

³⁰ <https://optusstadium.com.au/venue-hire-perth/graduation-celebration-packages>



usage and elite athlete training. Sports that can be played at the OCBC Arena include badminton, fencing, taekwondo, basketball, netball, volleyball, rhythmic gymnastics training and table tennis. The OCBC Arena is home to six National Sports Associations.

Court with a capacity of 300 to 3,000, the OCBC Arena allows for simultaneous usage of the six halls and can be used as a venue for indoor sports events, meetings, conferences and exhibitions. Recent events hosted include the ASEAN Basketball League, Mission Food Nations Cup, Fencing Championships, Powerlifting Open and Merlion Cup.



Multi-purpose (including multi-sport) indoor hall in Singapore Sports Hub OCBC Arena

Exhibition

Camp Nou

Organises fair or exhibition regularly on the stadium premises using its wide range of outdoor spaces.

Wembley Stadium

The stadium has multiple conference spaces, ranging from 300 to 1,800 seats. The Great Hall is the largest, seating 1,800, followed by the Bobby Moore Room at 1,050, the Atrium at 700, the Wembley Suite at 300, the Pitch View Room at 100 and Boxes seating 8, 12 and 20 guests.

Another interesting case is that of Chelsea F.C. The Stamford Bridge Stadium was already considered by Londoners a place for organizing events for its space, connectivity, and its appeal. They have developed a strategy to be able to host these events again starting next year when restrictions are eased after pandemic, and they have virtual tours for clients to book an event in advance. Using virtual reality goggles, those interested can see what the stadium offers without walking around the facility³¹.

Conference Venue

³¹ <https://barcainnovationhub.com/monetising-a-closed-stadium-nowadays>
Concept plan for optimum utilization of Major Dhyani Chand National Stadium



Optus Stadium, Perth

With access to the field and change rooms, a conference at Optus Stadium can provide the spark to motivate any delegate. Not only does this conference venue have state-of-the-art technology, natural light, delicious all-day catering and comfortable chairs for delegates to sit on, the meetings & special event's team of the stadium can make conference unique by incorporating a game-day influence into a corporate event.

Utilizes the largest super screens in Western Australia for conference logos, can even host plenary in the biggest theatre in Perth – the seating bowl – and help build a stage directly in front of guests for maximum engagement.

Allianz Riviera, Nice

From a convention, a congress, a seminar, a meeting, a get-together, a team-building session, a sports event, a tradeshow, a general assembly, a product launch, more all types of conferences and business summits are hosted in the stadium. ³²

Key Takeaways

Creating a strategy and business model for a MDCNS should be done keeping in view the above study of global stadia.



FIGURE 5: CORE COMPONENTS OF STRATEGY TO IMPROVE STADIUM UTILIZATION AND REVENUES

The earnings produced on match days will be determined not only by ticketing, but also through spectator consumption. Income generating lines such as premium areas, hospitality, food and beverage (F&B), retail, merchandising, parking, and other activities

³² <https://www.allianz-riviera.fr/en/company-events>



implemented on the day of a game/event will contribute to new income and bring more spectator traffic by improving the experience.

On non-match days, the suggestions return to looking at the ad hoc environment to be designed (hotel, incubation centre, museum, indoor hall, conventions, etc.) and obtaining the best return on most days of the year possible. Even the possibility of obtaining earnings through means such as the naming rights will depend, to a great extent, on designing a strategic model for the facility that can first and foremost increase the utilization and footfalls.

It is no longer about only selling a match or a sport, or even just a concert. The market trend is to create business models that offer experiences, for which the spectator or member pays.

Gone are the days of stadia and arenas being single-purpose, open-seated spaces. Stadiums are becoming more technologically advanced and receptive to the population growth in urban areas and are adapting accordingly to the changes. In any place where there is an increase in population, the number of entertainment businesses and venues will also increase. Many stadia and arenas have recognized this trend as a continual trend and are planning for the future by imbedding the venue into the community to open up a wide array of potential new revenue opportunities.



Study of Indian Stadia

Sports is primarily a state subject under the Constitution of India, and a huge portion of the sports infrastructure is owned and managed by State Governments. SAI, builds and maintains stadiums on behalf of Ministry of Youth Affairs and Sports (MOYAS), under the Central government.

The Central Government through its 'Khelo India' initiative, has allowed grants for certain infrastructure project and sports facility creations at the state & district level. State governments are taking advantage of these grants. It's the right time to rally behind sports infrastructure development and consider the potential impact it can have in developing elite athletes and spreading grass root level encouragement for sports.

Niti Ayog- in its action plan report – '*Let's Play – An action plan to achieve 50 Olympic medals*³³' had made multiple recommendations for sports infrastructure development. A strong word has been put on the case of PPP model for development of infrastructure.

Public Private Partnership (PPP)

Successful PPPs are turning out to be a key enabler for sports development. PPPs are now being explored for creating infrastructure through Build – Operate – Transfer (BOT) model, by contracting constructions companies specializing in building multi-purpose centres or allowing professional private sector entities to manage and control the existing Government sports infrastructure.

The objective of taking such a route is to build commercial models and convert the same into revenue centres. Higher asset utilization and revenue generation could in turn incentivize further infrastructure creation.

Highlights – Sports Infrastructure PPP in India

- Sports city in Naya Raipur with tennis, aquatics & indoor community stadium built by Naya Raipur Development Authority under PPP
- Government of Rajasthan's Integrated Stadium Development Program (2015) delineates role of private sector in PPP and provides an opportunity for them to recover fees for a fixed period against investments for development & operations
- Gujarat Sports Policy (2016) proposes government to provide land/initial investment and private player to invest in Design, Build and Operate
- Karnataka Government's sports policy (2018) states implementation of PPP scheme for upgrade, development & maintenance of infrastructure on revenue share basis

³³ http://niti.gov.in/writereaddata/files/document_publication/Olympics%20Action%20Plan%20Booklet%20Final.pdf
Concept plan for optimum utilization of Major Dhyan Chand National Stadium



Case study 1: Siri Fort Sports Complex, New Delhi

The complex was built in 1989 as a part of development of growth in sports in Delhi, by Delhi Development Authority (DDA). It has various facilities like Tennis Courts, Basketball, Golf range, an Indoor Badminton stadium and playing facilities for Squash, Table Tennis, Billiards, Cricket, Football, Aerobics, Martial Arts like Taekwondo & Karate, Swimming, Skating and jogging & walking track.

The complex offers and generates revenue in the following formats:

- Pay & Play for all sports at a nominal charge on an hourly basis
- Sports Coaching through renowned & experienced coaches on revenue sharing basis like Madan Lal for Cricket, Dinesh Khanna & Madhumita Bisht for Badminton, Aditya Sachdeva for Tennis. The academy model allows to charge fees for structured training by these professionals.
- Membership model – life time, annual, quarterly etc – by offering benefits and discounts in booking, cafeteria etc.

- Over 3000 users per day
- About 10000 members
- Annual revenues from sports are in the range of Rs. 3.5 crores



Given the location of the complex in the posh south Delhi area, there is constant footfall and the footfall has increased by over 50% in last 5-6 years³⁴ primarily because the facility is well maintained and invites all age groups and all level of enthusiasts, from beginners and recreational players to the elite aspiring athletes. Over 30% of about 3 lac people using the 18 DDA sports complexes in Delhi on a monthly basis, is contributed by the Siri Fort Complex³⁵, implying about 3000 users per day³⁶. Of the approximately 63,000 members in these complexes, Siri Fort alone contributes about 10,000. The revenues of the complex, based on information available in public domain and our analysis (see Table 3), are in the

³⁴ <https://www.financialexpress.com/opinion/need-to-improve-countrys-sports-infrastructure/1688082/>

³⁵ http://119.226.139.196/tendernotices_docs/dec16/DDA%20%20Annual%20Report%202018%20_%20ENGLISH27032019.pdf

³⁶ <https://indianexpress.com/article/opinion/columns/siri-forts-perfect-play/>



range of Rs. 3-4 crores per annum from sports activities (includes memberships, pay & play and events).

Revenue in FY 2010-11 (INR Crores) ³⁷ (a)	Avg Rate of population growth of Delhi (2011-21) ³⁸ (b)	Annual revenue in FY 2019-20 assuming CAGR as (b) (c)
2.65	3.23%	3.53

TABLE 3: ANALYSIS TO DETERMINE ESTIMATED REVENUE OF SIRI FORT SPORTS COMPLEX FOR FY 2019-20

Case Study 2: The Sports Hub, Trivandrum, Kerala

The Sports Hub, commonly known as Greenfield International Stadium, is a multi-purpose stadium, located in Kariavattom in Thiruvananthapuram city, Kerala, India. It is mainly used for Cricket and Football. It is the first stadium in the country to have been developed on a DBOT (Design-Build-Operate and Transfer) basis. It was completed in March 2015 at the cost of Rs. 390 crores in an area of 37 acres.

Main playfield designed in compliance with International Cricket Council (ICC) and International Football Federation (FIFA) norms. The stadium is host to University of Kerala and Indian National Football team as the key tenants.

The Sport hub is envisioned as a social destination generating multiple revenue streams. Apart from international cricket and football matches, this multi-functional stadium is also capable of hosting cultural and entertainment events.

- PPP between Kerala state government and IL&FS
- 37 days of international & national events annually due to a tie up with a global event management company
- Implemented club, academy, convention and multiplex as chief revenue streams
- Average footfall of 25,000 per month



³⁷ <https://www.financialexpress.com/opinion/need-to-improve-countrys-sports-infrastructure/1688082/>

³⁸ <https://worldpopulationreview.com/en/world-cities/delhi-population>



There is an IT township, Technopark, in the neighbourhood, who find the recreational, sports, retail and entertainment requirements at the Sports hub.

Some key features of the stadium complex are:

- Travancore Gymkhana club which offers Olympic size swimming pool, outdoor tennis courts, indoor courts for basketball, badminton, Hi-tech Gymnasium, table tennis, squash, yoga hall, Zumba classes and also a golf course. There are Convention centre, Banquet halls and Guest rooms also for members and corporates. Special membership packages for women are offered to attract more of them as members
- Grassroot level sports academy for various sports outsourced to a private company
- Stadium tour for school children displaying sports & rain harvesting facilities with a guide
- Retail plaza, restaurants and cinema complex to attract general public to the stadium

Case Study 3: The Arena by Transtadia, Ahmedabad, Gujarat

The Eka Arena is a multi-purpose stadium in Ahmedabad, build over 9 acres of land under the PPP between Gujarat Government and SE Transtadia, inaugurated in 2016. The Arena has a capacity of 20,000 spectators in the outdoor football stadium with a FIFA standard approved pitch.

The stadium has:

- Sports facilities for 11 sports
- Coaching academies for these sports
- Education hub
- Wellness/Fitness centres
- Retail and restaurants

They also have a membership scheme which has more than 400 premium members.

- Convertible stadium; outdoor stadium can be converted to a 4000 seater indoor arena
- 72% of area is used for sports related activities
- Provides education opportunities in sports management, hospitality, media and tourism through Trastadia Education & Research Foundation





Many sports & non-sports events have been held in the arena due to the multifarious facilities available. Significant ones include:

- Kabaddi World Cup
- 30th Asian Table Tennis Championship
- Santosh Trophy Football matches
- Pro-Kabaddi League
- Hero Intercontinental cup 2019
- A R Rehman's Concert
- Ultra Tech's largest corporate event
- Swearing In ceremony of Gujarat Govt in 2017

Case Study 4: Kalinga Stadium, Bhubaneswar, Odisha

The Kalinga Stadium is a multipurpose stadium in the centre of the capital city of Odisha – Bhubaneswar. It is owned and managed by the Department of Sports & Youth Services, Government of Odisha.

The stadium has India's first Olympic standard pink and blue water-based Hockey Astroturf and an 8- lane synthetic athletics track.

Multiple High Performance Centre's running under the PPP model for Elite athlete training in the stadium are:

- Abhinav Bindra Targeting Performance (ABTP)
- Reliance Foundation Odisha Athletics High Performance Centre
- Odisha Aditya Birla & Gagan Narang Shooting HPC
- KJS Ahluwalia & Tenvic Sports HPC for Weightlifting
- JSW Swimming HPC

- Multiple HPCs on PPP between Odisha state government and various large corporates
- Tata Odisha Hockey program is a PPP between Tata steel, Tata Trusts and Odisha Government to develop hockey in the state from grassroots to elite levels; government provides infrastructure while Tata's are responsible for coaching, technical and management support





- Dalmia Bharat Gopichand Badminton HPC
- Naval Tata Hockey Academy (NTHA)

Naval Tata Hockey Academy (NTHA) has a unique model to select and provide admissions to hockey talent identified from across the state and then provide them pathways to elite levels through structured professional training programs. Regional Development Centres (RDCs) of the government act as the spokes while the main academy is the hub for the program. The Hockey HPC already has 12 Grassroot centres, with about registered 2500 girls and boys. NTHA Odisha is a national academy that has impacted and cultivated phenomenal sports culture in a short span of time. At present there are 30 girls and 31 boys training in this completely residential facility and are being trained in partnership with Bovelanders Hockey Academy (BHA), the famous hockey Olympian from Netherlands, as technical partner.

Concepts for evaluation to improve stadium utilization

Based on SWOT analysis of the MDCNS and research on various stadia around the world, multiple concepts were considered for evaluation, which if implemented can improve and optimize the stadium utilization and extend benefits to public/community including but not limited to sportspersons, sports enthusiasts, school children, sports start-ups and entrepreneurs, as well as tourists.

Key New Concept for evaluation	Envisaged components	Suggested action	Funding & Operations model
Community Sports Complex (including Badminton, Swimming, Tennis, Squash)	Pay and play Individual memberships Corporate memberships Private coaching academy tie-ups Kids zone Club activities like indoor games, fitness and spa, min-golf, etc Cafeteria High quality change rooms & baths	Upgrade	Outsource
Sports Incubator	Coworking spaces Common amenities - cafeteria, canteen, break out lounge, conference rooms, meeting rooms, convention halls Mentor sessions Investor meets	Upgrade	Outsource
Naming Rights	Multi-year branding deal with a large corporate	Upgrade	Outsource



Key New Concept for evaluation	Envisaged components	Suggested action	Funding & Operations model
Others	Modified sports (like Futsal, Jorkyball, Box Cricket on available FOPs)	Upgrade	Outsource
	Indoor Badminton Hall	Develop	PPP/Outsource
	Indoor Multisport Hall OR Outdoor/Adventure sports zone	Develop	PPP/Outsource
	Sports retail	Upgrade	Outsource
	Sports Museum	Develop	PPP
	Sports Leadership Institute	Develop	PPP
	Quality hotel (at least 3 - star level)	Develop	PPP
	Cinema	Develop	PPP

Terminology	Definition
Upgrade	Enhancements within existing available infrastructure
Develop	Development of new infrastructure
Outsource	Contractual arrangement with third party to Operate and Maintain (O & M)
Public Private Partnership (PPP)	Contractual arrangement with third party to Operate and Maintain (O & M)

TABLE 4: LIST OF CONCEPTS TO BE EVALUATED TO IMPROVE STADIUM UTILIZATION

As mentioned earlier in the approach & methodology section, the above concepts have been evaluated based on a combination of secondary research, assorted discussions and analysis of data made available by SAI and our assumptions/hypotheses. These findings are detailed in the subsequent sections of this report.

Community Sports Complex



Most of the stadiums across the world have on an average only 50 match days³⁹. The busiest & most hustling top 10 stadiums in the world also have an average of 80 match days with the highest being at 98 match days⁴⁰.

Given that any stadium would operate anywhere between 280-345 days in a year, the question that every stadium administrator challenged with – is how to utilize the stadium, its assets and keep the revenues flowing for managing the operational costs. Refer [Annexure 17](#) for responsibility matrix between government & private partner that can help ensure this.

The most followed practices globally are that of

- Concerts & other events
- Museums & tours
- Naming rights
- Food & Drink sales
- Memberships

While all the other practices are spoken in this document at greater length in separate sections, here we would like to present the Community complex Membership model and therefore inculcate a culture of repeat visit to the premises.



Illustrative picture

Memberships model in a stadium has the following advantages

- Ensures upfront advance interest free cash flows
- Increases loyalty to the stadium and therefore to sports
- Build community – a place to belong
- Provide predictable stream of revenue
- Sell more services – therefore improve utilization of assets
- Referral business
- Better & higher communication and hence more ground information

Stadia in India with active, dynamic & well designed websites

- Narendra Modi Stadium, Ahmedabad (
- DY Patil Stadium, Mumbai
- Sports Hub, Trivandrum

<https://gujaratcricketassociation.com/>
<http://dypatil.edu/sportsacademy/>
<https://thesportshub.in/>

³⁹ Simson white paper on study of multipurpose stadium in Australia

⁴⁰ <https://www.football-stadiums.co.uk/articles/how-do-football-stadiums-make-money/>



While the benefits of memberships are tempting and exciting, the membership model comes with its own responsibilities – towards its members. The most critical of them being – communication and delivering on promises.

There are certain pre-requisites for a good community complex and for a good membership program. We will briefly discuss them here in the context of MDCNS.

1. Website – All successful, leading global stadiums have a website of their own irrespective of their ownership model. This ensures visibility of the stadium, provides information on facilities, events etc. It is critical to serve the ‘community building – place to belong’ need of a member. In India as well, stadiums like Narendra Modi Stadium, Gujarat; DY Patil Stadium, Mumbai; Greenfield International Stadium, Trivandrum, have attractive and interactive websites of their own. MDCNS should also have its own website which talks about its legacy, facilities, achievements and information on events etc. There are more than 1 billion⁴¹ websites, which indicates clearly that the world has moved and presence online is absolute necessity.

2. Facilities

The other critical element for attracting a community membership model, to get the prescribed advantages of Utilization & Monetization is to have the following:

a) Sporting Facilities

MDCNS already has quite a few facilities like Hockey Turfs, Cricket field, Swimming Pool, Tennis courts, Squash courts, and a Kabaddi Ground.

However, most good stadiums have a few more pre-requisite sporting facilities namely i] Gymnasium ii] Spa & Massage centre iii] recreational room for carrom / cards / yoga or meditation. Over and above this, we recommend Badminton (the 4th most popular sport in India⁴² after Cricket, Football & Kabaddi (largely because of PKL)), Fencing & Martial arts to be added to the sporting facilities in the stadium.

The members will be given privileged discount for using these facilities.

In the long term, SAI may consider upgrading the existing swimming pool to an all-weather pool. The estimated capital expense for installing heating system and converting the stadium into an indoor space using modern building materials and techniques could be in the range of Rs. 1.5 crores. In addition, it is expected that there would be a recurring cost of about Rs. 8 lacs towards electricity and maintenance of the heating system per month, for the months when the heating system is used.

b) Non-Sport Facilities

⁴¹ <https://siteefy.com/how-many-websites-are-there/>

⁴² <https://www.reviewadda.com/institute/article/147/top-10-popular-sports-in-india>



While the connect with sports and fitness will be the primary driver for attracting memberships, there are few non-sporting essential facilities too.

i. Cafeteria / Restaurant

At least one good cafeteria & restaurant are a necessity in MDCNS. Appropriate space that may serve the purpose of catering to regular trainees in sports academies, members, pay & play visitors and visitors coming for tourism, events etc. needs to be identified, with the possibility of expansion to multiple restaurants or food court kind of set up in future.

ii. Conference / Business meeting facility

Similar to the cafeteria, creating a business lounge / conference room that could be rented to corporate members / non-members on chargeable basis should be done in either of the areas, with a view of the FOP. It will be a unique proposition.

iii. Retail Sports Shops

MDCNS will be having 10 sports being played within the stadium premises and we are expecting an additional minimum of 1100 players, over and above the current approximately 3000

players under 'come & play' scheme to be visiting the stadium regularly. Their need for sports equipment, kit, shoes, equipment maintenance etc. would make a strong case for opening a few retails stores in the lower basement area. The area is currently unutilized totally and there are stores – 2 on either side – of 19 sq.mt. each which could be converted into a retail shop. These areas could also be given to a private player to set up their retail outlet on a fixed rental of approximately Rs.50-60 per square feet (basis market rates of areas around MDCNS)⁴³ to start with and could be increased from the second year onwards, based on business generated.

3.3 %
Current utilization of sports FOPs in
MDCNS

Source: Our analysis of utilization data provided by SAI

3. Sporting Events

The third most important aspect is to increase the sporting events in the stadium to make the stadium more alive and buzzing. The department must make efforts to 'Reach Out' to

⁴³ Google search results on leading property portals like 99acre.com, nobroker.in, magicbricks.com, etc.
Concept plan for optimum utilization of Major Dhyan Chand National Stadium



Corporates & Schools and even to Hockey, Swimming, Tennis, Badminton & Squash federations of state and level and offer them to conduct district, state level tournaments.

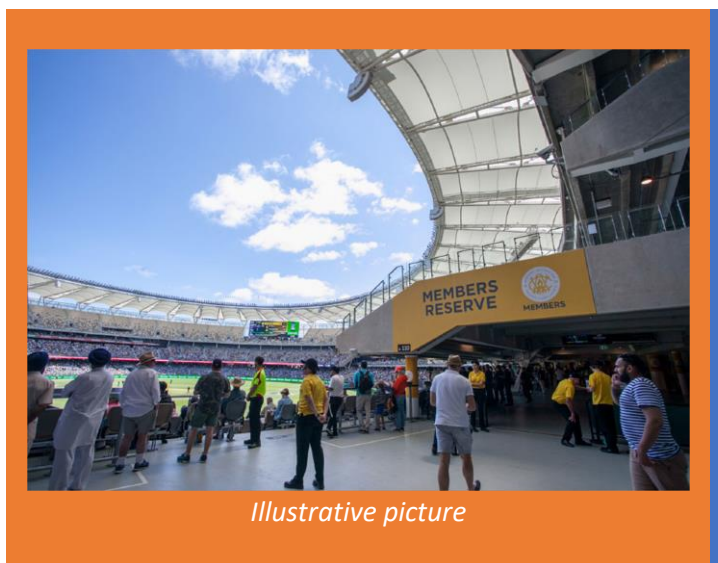
The current status of the Sports FOPs utilisation is a mere average 3.3%⁴⁴ days purely from the bookings. Attempts should made to increase the same. Even if 2 events of 3 days, per sport per year is done, the utilization of the stadium would nearly double.

The corporate 'reach out' can be a double benefit proposition from a booking perspective as well as corporate membership perspective and could significantly impact the revenue flow to the stadium.

Benefit to Community

The benefit of starting the membership program would be to all sections of the society but largely to

- Residential colonies in the 5-10 kms radius of the stadium.
- Some prominent ones are:
 - Railway colony, near New Delhi Railway station
 - Hudco Place, Khel Gaon Marg
 - Jangpura extension, Jal vihar
 - Kailash colony
 - Padmini enclave
- Corporates who come to work in Connaught place from various parts of the city and end up commuting a lot without finding time for recreation & fitness



Illustrative picture

Benefit to SAI

Besides the above listed benefits in terms of utilization of space, the field of play, the overall environment of the stadium, the building of a community, SAI, as per our estimate would be able to generate an additional revenue between 60-75 lacs annually, based on the following table & assumptions

Membership Type	Membership Amount (INR)	Number of Participants	TOTAL (INR)
Corporate	200000	1	200000
General - 10 yrs	40000	40	1600000

⁴⁴ 300 days per FOP X 7 FOPs = 2100 days. Avg. Booking days in last 3 years =69. Hence, 69/2100 = 3.3% utilization.
Concept plan for optimum utilization of Major Dhyan Chand National Stadium



Membership Type	Membership Amount (INR)	Number of Participants	TOTAL (INR)
Annual - 1 year	8000	400	3200000
Monthly	1000	1000	1000000
TOTAL			6000000

TABLE 5: ESTIMATED REVENUE FROM SPORTS COMPLEX MEMBERSHIPS

The above assumptions for membership rates are based on comparative assessment with similar clubs in other stadia in India.

Sports club/stadium	Membership Fees (INR)			
	Individual			Corporate/Institutional
	Life	Tenure (3 years)	Annual	
Narendra Modi Stadium (Gujarat Cricket Association) ⁴⁵	700000	NA	NA	3500000
The Sports Hub, Trivandrum ⁴⁶	200000	75000	30000	NA
Siri Fort Sports Complex, New Delhi ⁴⁷	50000	20000	8000	200000

TABLE 6: COMPARATIVE MEMBERSHIP RATES FOR SPORTS CLUB MODEL IN LEADING INDIAN STADIA

Sports Incubation Centre

In the past 10 years, there has been an exponential rise in the number of startup incubators and accelerators across the world. It first started in the US, followed by Europe and other regions. Incubators and Accelerators are both designed to accelerate the growth and success of young entrepreneurial companies through an array of business support resources and services. This can include access to physical space, capital, mentorship/coaching, and networking opportunities.

The concept of incubators/accelerators dedicated to sports (particularly sports technology) emerged in 2015 and an increasing number of cities are investigating the potential of creating sports innovation hubs. India has also picked up⁴⁸ and these incubators are supporting start-ups various areas, an indicative list of which is given below.

⁴⁵ <http://www.gcclubhouse.com/membership/>

⁴⁶ <https://www.facebook.com/TheSportsHubTvm/posts/travancore-gymkhana-clubinaugural-offer-/185277775040173/>

⁴⁷ https://dda.org.in/sports_complex.aspx

⁴⁸ <https://tracxn.com/explore/Sports-Tech-Startups-in-India>



Sports events	Sports retail	Physical literacy & health	Sports performance
Fan Engagement	Smart Devices & wearables	Sports education	Athlete development
Event management	Esports	Health & Fitness	Data Analytics
Smart venues	Sports rentals	Assessments - Talent ID and Fitness	Coaching & academy management
Media & Broadcasting	Sports marketplaces	Nutrition	Sports science

TABLE 7: INDICATIVE AREAS BEING INCUBATED IN SPORTS INDUSTRY ACROSS THE WORLD

Area / Space of the Stadium to be used

The upper basement of Heritage building has about 2870 sq.mt area which is totally unused, primarily since these rooms have been designed keeping in view specific match day requirements, which these days can be easily created using modular/temporary infrastructure. Since match days are far and few, it is advisable to explore using this space for creating a sports start-up incubation and co-working space that can significantly improve the utilization. During our recce we found that most of these rooms are totally vacant and have no furniture or material stored in them, making them promising for developing the said incubator.

We therefore propose that we use approx. 12-15 rooms of this area, large room for developing a conference room and one area that could be developed into a cafeteria.

Avg room size	450
No of rooms to be used for co-working	10
Total area for co-working (sq ft)	4500
Cafeteria (large room) (sq ft)	1500
Conference (large room) (sq ft)	1500
Buffer & misc spaces (sq ft)	2500
Total area to be used in sq ft	10000
Total area in sq mt	930

TABLE 8: ESTIMATE OF MINIMUM AREA IN UPPER BASEMENT FOR INCUBATION CENTRE

Benefits to Community

Sports start-up community will be benefited immensely with this initiative. Some key ones could be:

- Availability of affordable co-working space in the centre of city and close to SAI



- Exchange of ideas and networking opportunities with other sports start-ups, being under the same roof
- Mentoring from investors, established sports business persons, elite sportspersons and sports management experts due to the hub being under the aegis of SAI
- Access to funds
- Access to all sports complex facilities to sports entrepreneurs and employees working with the start-ups

Benefits to SAI

A Sports Incubator centre will help SAI

- Position the stadium as hub of sports Innovations
- Support generation of Smart Ideas in sports
- Be able to nurture start-ups that can customize solutions for sports development based on Govt priorities

Utilisation: Increase the utilisation of the upper basement area.

Monetization: The centre could be run by a private player and SAI could charge a rental for the space. Our estimate is that it will yield an additional revenue of approximately INR 45-50 lacs per annum, assuming low rentals and deposits from the start-ups.

Revenue head	Revenue type		No of units	Annual Revenue (INR)
	One time	Recurring		
Rent / month @ INR 50/sq. ft. for 450 sq.ft per office area		20000	15	3600000
Office Deposit (INR) @ 3 months' rent	60000		15	900000
Cafeteria rent @INR 12000 per month		12000	1	144000
Cafeteria deposit (INR) @ 3 months' rent	36000		1	36000
Interest on Deposit (INR)	2340			28080
Conference Room booking @ 60 days per annum		3000	60	180000
Total Expected Revenue per annum (INR)				4888080

TABLE 9: ESTIMATED REVENUE PER ANNUM FROM INCUBATOR & COWORKING CENTRE



The department may need to expenses towards making the rooms functional by getting interiors, furniture, cabling, etc. SAI may consider a PPP model for the incubation centre.

Ownership & Operating models

Outsourcing or Private Public Partnership

A look at the top Sports Incubators across few countries in Europe & Asia suggest that these incubators can be done through either Public or Private Fund. Most of the top sports incubators are working on PPP or Outsourced model, barring Spin Accelerator, Italy which is completed public funded.

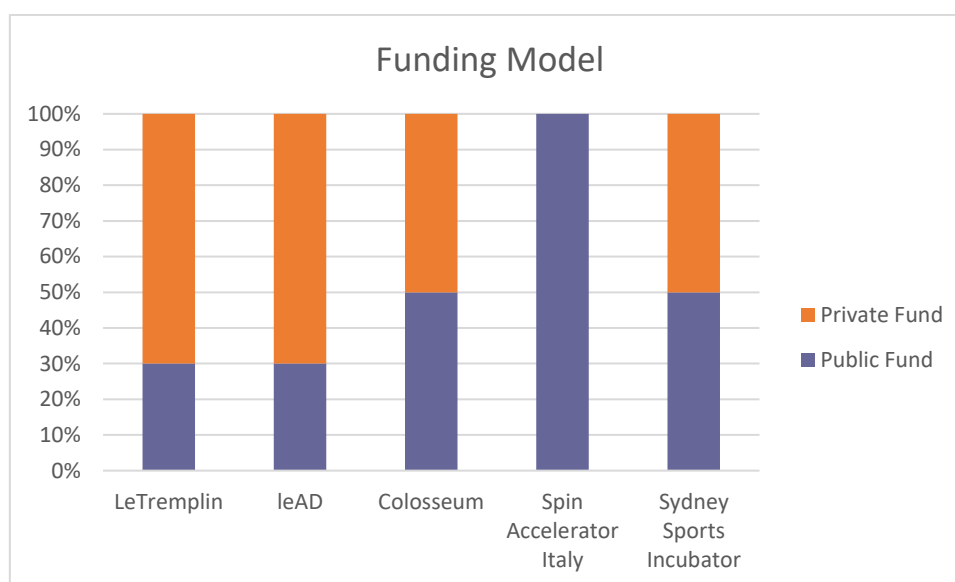


FIGURE 6: FUNDING MODEL FOR LEADING GLOBAL SPORTS INCUBATORS

LeTremplin @ Paris - France, leAD @ Berlin – Germany, Colosseum @ Tel Aviv- Israel, Spin Accelerator @ Trentino -Italy, and Sydney Sports Incubator@ Sydney – Australia, are leading sports incubators of the world⁴⁹. Two of these (LeTremplin & Sydney Sports Incubator) are located within a Stadium premises.

The possible partners from the private sector in India could be

- Marwah Sports⁵⁰, the sports arm of Marwah group from Mumbai with businesses in Real estate, Iron & Steel, Sports & Technology. They run a sports incubator in Mumbai already.

⁴⁹ https://www.smartcitiesandsport.org/wp-content/uploads/2018/12/Sports_Innovation_Hubs_Publication.pdf

⁵⁰ <http://www.marwahsports.com>



- DreamX⁵¹ from Dream Sports, based out of Mumbai. The company also owns the Dream11 brand.

Absence of any significant player in this space in Delhi/NCR region presents an excellent opportunity for SAI. Refer [Annexure 17](#) for responsibility matrix between government & private partner.

Case Study: Le Tremplin

Le Tremplin was born from the desire to create a place dedicated to sports-related companies, start-ups, public institutions and experts in order to allow the development of an economic sector of sports in Paris. A PPP between The City of Paris and Paris&Co, it was built with the objective of providing optimal conditions to find fast technological solutions to major athletic challenges, enhancing the practice of sports for citizens within the urban context of Paris and also on a national and international level.

Le Tremplin is an initiative of the City of Paris who assigned Paris&Co to create the world's first sports innovation platform. The National Institute of Sport, Expertise and Performance (INSEP) was Le Tremplin's first founding partner then followed by the French Lottery (FDJ) and NIKE. From the very start, actors from different industries and sectors supported the project from an ideological and financial perspective.

Located in the golden triangle of Parisian Sports, at the heart of the Parisian Sports Center, Le Tremplin is based in the iconic Jean Bouin rugby stadium. It

derives its incomes from two main sources of revenues: 60% coming from the founding partners and 40% from the start-ups incubated. As a non-profit organisation, Le Tremplin is re-investing all the benefits generated into the development of its incubator.

Several challenges were faced by the incubator in the initial period including gaining credibility, convincing partners to invest in short period and linking the public & private world. These challenges were addressed primarily by putting together a very strong team of qualified professionals in top business and finance positions.

Le Tremplin developed an incubation programme that could go up to three years and is focused on the following five axes:

- PPP between Paris city municipality, Paris & Co and NIKE
- Revenues - 60% from founding partners + 40% from sports startups
- Located in Jean Bouin Rugby Stadium

⁵¹ <https://www.dreamx.in>



1. Individual coaching - through regular appointments with experts to challenge or help the start-ups develop their product or service, strategy, business plan, pitching skills. A series of inter-startup workshops - to share best practices, advice and contacts - are also provided, with the aim of also identifying potential collaborations and synergies. Incubated start-ups benefit from bespoke mentoring and follow-ups, especially geared towards growing the business and raising funds.
2. Collective coaching - through inspiring conferences, workshops and courses given by industry experts such as Decathlon's Head of HR or Olympique de Marseille's director, help start-ups find fast solutions to the problems most of the start-ups face.
3. Access to an extensive network - Le Tremplin has a prestigious network of nearly 30 corporate and institutional partners, including among others, the French Olympic Committee, the City of Paris, the French Ministry of Sports, Nike, PwC, Société Générale, The French Lottery (FDJ), Amaury Sports Organisation and L'Equipe. Each one of them contributes to the development of the startups and help them accelerate their business.
4. Increased visibility - Le Tremplin has a large media network that enables the incubated startups to get a strong exposure in France and abroad. The selection process is made by Le Tremplin and its partners which gives the incubated startups a high level of credibility.
5. International opportunities – As part of Paris&Co's network, Le Tremplin has access to the entire Paris&Co's international partner network, and so do the incubated startups.

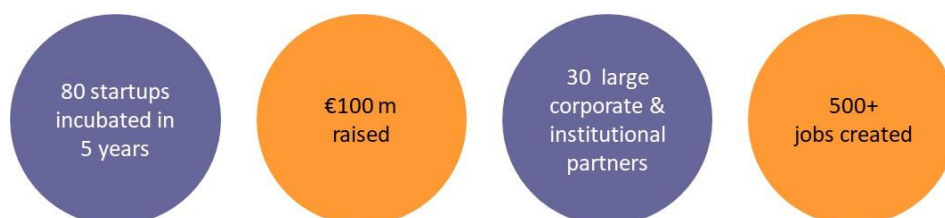


FIGURE 7: IMPACT OF SPORTS STARTUP INCUBATOR – LETREMLIN, FRANCE



Stadium Naming Rights

Naming rights are a financial transaction and form of advertising whereby a corporation or other entity purchases the right to name a facility or event, typically for a defined period of time. Naming rights is a big business and is used by brands to leave their marks on professional and college sports stadia. The sale of naming rights is very common in the USA, with the first such deal happening nearly 100 years back in 1912. The markets in Europe are far less developed⁵² except in Germany where 78% stadia of the Bundesliga are sponsored.

The Naming rights market or branding opportunity is called as a buyers' market and therefore the amount of revenue one can make from this asset depends on the multiple factors like creating awareness for brand, increasing brand loyalty, changing or reinforcing corporate image, showcasing community and social responsibility and accessing a platform for experiential branding⁵³.

Corporates typically evaluate the following most common quantification factors to decide how much to pay for naming rights of a stadium.

1. Media Exposure

The number of media impressions that sponsorship receives will be directly proportional to the number of times the Stadium is televised or mentioned in media.

2. Attendance in numbers

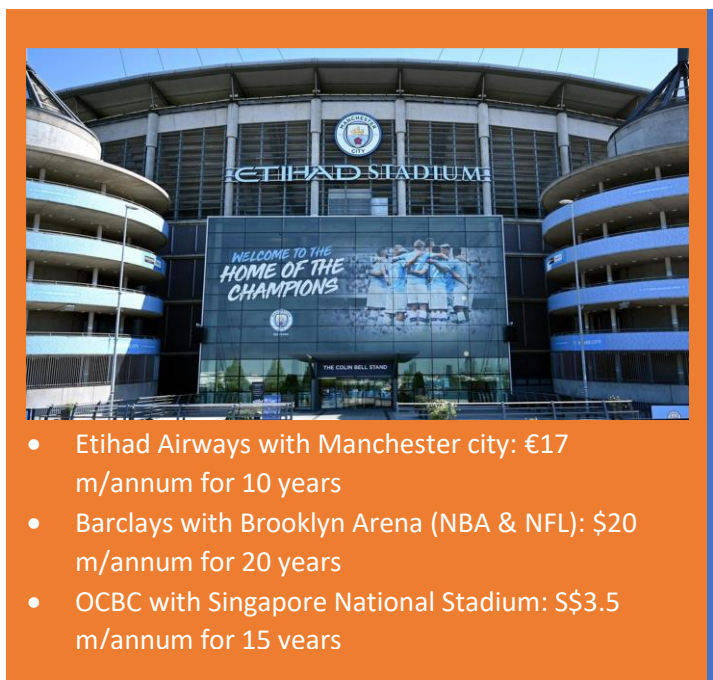
There is a direct co-relation between attendance numbers and the price that can be paid for naming rights of a stadium.

3. Audience Financial Demographics

Sports Fans can be the desirable sought after group for many brands. The brands study the financial demographics of the fans visiting the stadium or loyal to the stadium to match with their target segment.

4. Location

The location of the stadium is also an important factor that brands will decide based on their strategic direction. For instance, a new stadium being built on outskirts could be an opportunity



- Etihad Airways with Manchester city: €17 m/annum for 10 years
- Barclays with Brooklyn Arena (NBA & NFL): \$20 m/annum for 20 years
- OCBK with Singapore National Stadium: S\$3.5 m/annum for 15 years

⁵² https://footballbenchmark.com/library/stadium_sponsorship_an_unexploited_field_of_play

⁵³ https://brandfinance.com/wp-content/uploads/1/stadiums_article.pdf



for a brand to showcase its Social responsibility facet of its brand personality, in developing an underprivileged area.

5. Popularity of Sport

The sport's popularity, following and viewership are key factors that will decide the interest of brands for evaluating seeking naming rights of any stadium.

Basis our review of data shared by SAI, secondary research in public domain and assorted discussions with industry professionals, attractiveness of MDCNS would need to be significantly improved for getting the benefit of selling naming rights.

Sr.No	Consideration Factors for Naming Rights	MDCNS score ⁵⁴
1	Media Exposure	Low
2	Attendance in Numbers	Low
3	Audience Financial Demographics	Medium
4	Location	High
5	Popularity of Sport	Medium

TABLE 10: MDCNS ATTRACTIVENESS FOR NAMING RIGHTS

In India, selling naming rights of stadium, as a concept, has still not picked up. The first such case happened with the naming rights brought by Sahara India for the now Maharashtra Cricket Association stadium in Pune⁵⁵. The deal ended as Sahara failed to pay the amount due to their financial issues. The reason this trend has not picked up in India, as much as USA & Europe, is because of two primary reasons:

- The ownership of most stadiums is with Government and they are named after political leaders or historical leaders or places they signify – e.g., SAI owned stadium in Delhi is named as Jawaharlal Nehru Stadium or Balewadi stadium in Pune, owned by State govt is called as Shree Shiv Chattrapati Sports Complex Stadium.
- Unlike Europe and US, where the league system in their sports, runs for almost 6-10 months in a year, thereby ensuring consistent footfalls and visitors to the stadiums, in India, the leagues are at best for 2-3 months. Hockey India League (HIL) has not happened since 2017.

However, naming rights for Metro Stations in Mumbai & Delhi have been successful and they have fetched anywhere between 1-10 crores per station per year for the owners⁵⁶. Hence, this could a future trend benefitting the stadiums in India as well.

MDCNS needs to strengthen on two critical factors of Media Exposure & Attendance in the stadium before exploring this revenue stream (Table 9). More importantly, MDCNS would like to get associated with a brand that would stand for being futuristic, passionate, energetic and stylish – the personality traits that the stadium and the sport of Hockey would like to be identified with. Hence, we would recommend to work on the other concepts

⁵⁴ Our assessment

⁵⁵ <https://sportsmintmedia.com/editors-pick-can-stadium-naming-rights-be-the-next-step-in-sponsorship-in-india/>

⁵⁶ <https://timesofindia.indiatimes.com/city/delhi/station-naming-rights-pushing-up-metro-income/articleshow/68661807.cms>



presented in this report and explore & exploit this revenue stream in the slightly long-term period, may be after 3-5 years.

The right moment to involve a naming rights sponsor could be after the refurbishment of the stadia or for the development of a new, well-equipped venue that provides a top-notch user experience and can be used for multiple purposes.

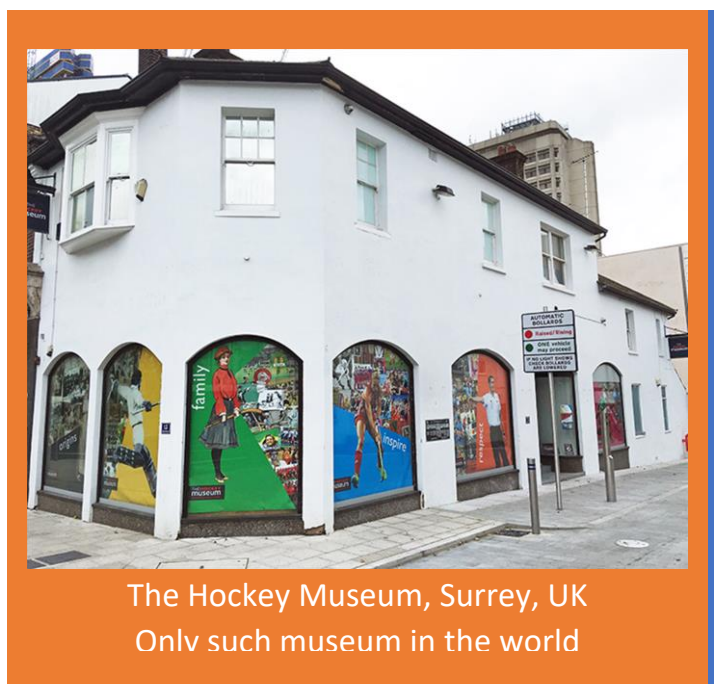
Sports Museum

Museums are a repository of a nation's culture as they connect the past with the present and the future. India, will probably have the most compelling story of Field Hockey, when compared to any other country in the world. With the legacy of hockey, the multiple gold medals at the Olympics, the supremacy it enjoyed over the world, the legends of the game, to how it lost its followers to Cricket in India, in the 1970's, Indian field hockey is sure to have a narrative that will hold every sporting fan.

Major Dhyan Chand Stadium, stadium named after the most iconic hockey player, not only in India, but from across the world is the most befitting place to have a museum dedicated to hockey.

The best 5 sports museum, 4 of them are sport specific⁵⁷.

Currently, The Hockey Museum (THM), in Surrey, UK, is the first and only museum of hockey in the world.⁵⁸ It aims to preserve, share and celebrate the rich history and heritage of the sport of hockey, not only in Britain where the 'modern' game started, but also from all round the world.



The Hockey Museum, Surrey, UK
Only such museum in the world

Area / Space of the Stadium to be used

Based on our study of such museums elsewhere in the world and our analysis, we believe a sports museum of a world class standard would require about 1000-1500 sqmts area. Within MDCNS the following

⁵⁷ <https://facultyofarchaeology.com/5-best-sports-museum-in-the-world/>

⁵⁸ <https://www.hockeymuseum.net/index.php/2015-05-27-14-12-31/who-we-are>



areas could be considered for this as options, not necessarily in that order, but depending on budgets and short/long term vision:

1. Open area between FOP1 and FOP2. This is close to the National Centre of Excellence (NCOE) and has excellent access from gate number 5 and 6. Being close to NCOE, any tourist to the museum can get the added advantage of looking at hockey practice from India's top talent and visiting the gallery of the NCOE building with historical pictures of India's Olympic medals.
2. Open space at gate number 2 & 2A. Due to the presence of tennis courts which will be frequented more once the sports complex memberships are activated, this place has the merit of offering additional value to the members through the sports museum and more footfall due to the complex members could also impact the visitors coming to the museum
3. Upper basement of the Heritage Building has about 3000 sq.mt area. Rooms here are totally unused, being dedicated rooms for specific purpose of match days. While basement may not be an ideal location for museum, the first two options would require a specific museum building to be developed, whereas in this basement, it can be setup with minimum costs for infrastructure upgrade. If this area also hosts the start-up incubation centre, it will have visibility with young entrepreneurs who could help promote the museum more through their networks.

Benefits to Community

- Currently, India has only three Sports Museums and none of them in the National Capital/NCR, and specific to Hockey. Two of them are owned and managed by private entrepreneurs and hence the National Stadium, centrally located in the capital city, could benefit the community at large to know the sport, its legends, and get inspired to adopt an active lifestyle.
- The sports community, particularly Hockey players – current & former, collectors, followers, will get an opportunity to share & spread, inspire and motivate people, especially youngsters, to follow or pick up the sports.

Benefits to SAI

- Potential of providing a successful platform for promoting the heritage of field hockey, alongside the potential for a wide-ranging programme of education & learning experience, by taking advantage of spare space available.
 - Utilisation of the stadium will go up both in terms of space and number of days an asset is used
 - Monetization, as per our estimate, could be approximately Rs. 45 lacs additional annually, by the following break – up
 - Tickets - Rs. 10 Lacs
 - Memorabilia sales – Rs. 6.5 Lacs



- CSR & Donation⁵⁹ – Rs. 25 lacs
- Attract more visitors to the stadium by clubbing the stadium experience with the museum
- NCOE training sessions viewing experience to visitors coupled with interaction with young hockey players could inspire a lot of others youngsters to take up the sport
- Archiving of data of International achievements

Ownership & Operating models

Private Public Partnership

SAI should tap into the PPP model where it would need to appoint a Senior Curator to manage the museum and its collection, packaging educational tours etc.

The department could also hire independent museum consultants for creating a new set up altogether. Eka Cultural resource, New Delhi could be a potential partner having worked previously with various museum projects like Maharaja Sawai Man Singh II Museum, Amrapali Museum and Anokhi Museum in Jaipur, Kasturbhai Lalbhai Museum in Ahmedabad, and Manjusha Museum in Dharmasthala, Karnataka⁶⁰.

The cost of creating a Museum is an expensive affair and it could be between Rs. 1.5 Lacs to 2 Lacs per sqmt of space⁶¹, effectively meaning an investment of approx. Rs. 15 crores – 20 crores, assuming 1000-1500 sqmt area. This does not include costs of curation and procurement of artifacts within the museum.

SAI being the National Apex Sporting body, its role is the promotion, administration and organisation of activity and raising of standards of performance for their sport. SAI may have to constantly prioritise the use of their budgets for their core activities and to serve the sport's needs. However, Ministry of Culture have dedicated grant scheme for construction, maintenance and training of manpower for museums⁶². SAI could consider raising the funds for sports museum also from them.

Beyond the one-time cost of creating, the museums also require substantial operating cost and here SAI could also look at possible private players. Top Millionaire sportsperson with inclination to Hockey, like MS Dhoni or Corporate charity driven museums like Kiran Nadar Museum of Art, Hotelier Anupam Poddar of Devi Art Foundation or Swati & Ajay Piramal of

⁵⁹ <https://www.sothebysinstitute.com/news-and-events/news/the-business-model-of-the-nonprofit-museum>

⁶⁰ <https://scroll.in/magazine/923447/the-men-and-women-who-are-trying-to-inject-some-energy-into-indias-dull-and-dreary-museums>

⁶¹ <https://www.building.co.uk/download?ac=1737342>

⁶² <https://www.indiaculture.nic.in/museum-grant-scheme>



Piramal group, who all have proven interest in Art, could be approached to support the Hockey Museum⁶³, through fundraising or as a part CSR initiative.

The department could explore possible MOU's with The Hockey Foundation (THF)⁶⁴, the charitable arm of FIH, world Hockey's governing body.

Refer [Annexure 17](#) for responsibility matrix between government & private partner.

The most critical aspect from SAI's side would be to 'Reach out' to interested / potential partners to build stronger relationships with key stakeholder organisations for mutual benefit, embrace social media and improved marketing to develop engagement around the museum's activities and global hockey events, adopt modern technology and become digital by design, to create a successful platform for promoting the heritage of the sport and to encourage youngsters to take up the sport of Hockey.

Case Study

The Dr. Bhau Daji Lad Museum⁶⁵ opened to the public in 1857 and is Mumbai's oldest Museum. It is the erstwhile Victoria and Albert Museum, Bombay. A little more than a hundred years later, on November 1, 1975, the Museum was renamed the Dr. Bhau Daji Lad Museum in honour Dr Ramchandra Vittal Lad, eminent physician, Sanskrit scholar and antiquarian of the 19th century, whose vision and dedication enabled its establishment.

PPP Arrangement

By 1997, the Museum had fallen into a state of disrepair. The derelict condition in which this extraordinary 19th century building lay resulted in Indian National Trust for Art and Cultural Heritage (INTACH)'s effort to restore the building and objects.

This was the first PPP for the management of a cultural institution. In February 2003, an agreement was signed between the Municipal Corporation Greater Mumbai (MCGM), the Jamnalal Bajaj Foundation and INTACH to restore and revitalise the Dr Bhau Daji Lad Mumbai City Museum. After five years of intensive restoration by INTACH, the Museum was reopened to the public on January 4, 2008.

The Jamnalal Bajaj Foundation has enabled the spectacular restoration with a generous contribution that catalysed the project. The MCGM had not only contributed to the restoration in equal measure, but in addition had provided a corpus to help the Museum become administratively autonomous and to facilitate exhibition, educational and outreach

⁶³ <https://www.cnbcvt18.com/economy/private-museums-like-map-could-change-the-way-indians-view-art-museums-50819.htm>

⁶⁴ <http://www.fih.ch/growhockey/strategy/hockey2024/>

⁶⁵ <https://www.bdlmuseum.org/about/museum-story.html>

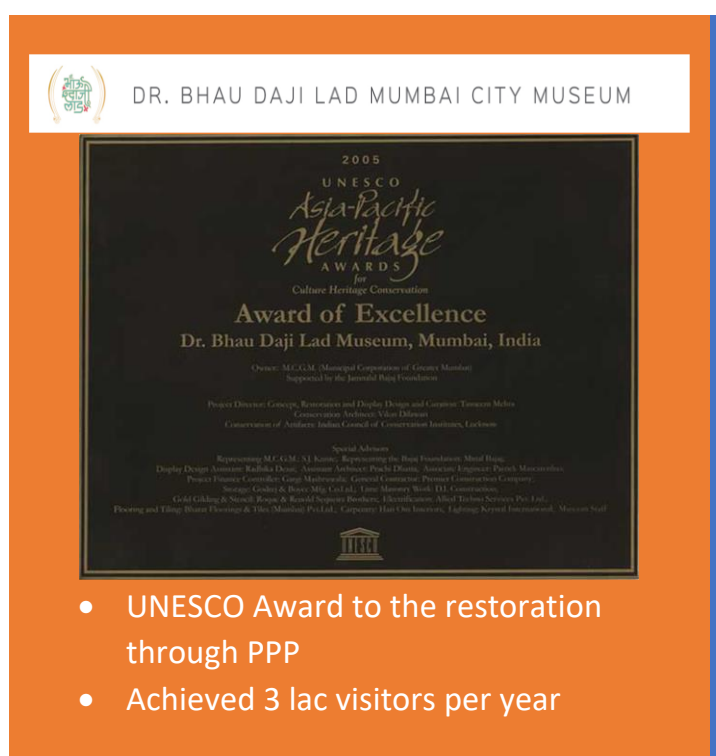


programs. Ownership continues to vest with the MCGM which has the veto right in the Trust constitution. The Board of Trustees consists of eminent art historians and citizens of Mumbai. The mayor of Mumbai is the Chairman and the Municipal Commissioner is the Co-chairman.

IMPACT

The Museum Restoration Project won the 2005 UNESCO Asia Pacific Heritage Award of Excellence for Conservation. The UNESCO Asia-Pacific Heritage Awards for Culture Heritage Conservation have been established to recognize the achievement of individuals and organizations within the private sector, and the public-private initiatives, in successfully restoring structures of heritage value in the region. The museum has an average footfall of 500 visitors per day and over 3 lac visitors in a year.⁶⁶

The Museum has plan to develop a new wing on the north side of the Museum, supported by the Municipal Corporation of Greater Mumbai and private donors. The new wing is expected to be 120,000 sqft, providing new galleries and facilities including a learning centre, a research centre, an auditorium and conference centre, a library and archive, conservation facilities and a new museum shop, a café and a restaurant.



- UNESCO Award to the restoration through PPP
- Achieved 3 lac visitors per year

Sports Academies

The origins of the sports stadium can be traced to the ancient Greeks, the first modern facilities were constructed in the mid-to-late 19th century. These sport venues were

⁶⁶ <https://www.thehindu.com/features/metroplus/A-trip-to-the-museum/article16437494.ece>



designed with the goal to hold as many spectators as possible, and amenities were virtually non-existent. Most of these early structures were single-purpose facilities⁶⁷.

While the popularity of single-purpose stadiums continues, there are signs of an eventual return to the multipurpose concept. The multipurpose design has been gaining traction across Europe over the past decade. There is an increasing shift toward developing more civic-type facilities that can host a wide range of sporting and community events.

Sustainability has also become a critical factor in all new stadium projects. The nature of the Multi-purpose stadium serves the following objectives of any sporting agency, like SAI.

- Creating a community and sustainable academy in order to develop hockey, badminton, squash, archery, cricket, and other sports.
- Identifying sports talents in young people and giving them a chance at making a career.
- Engaging young people in physical and moral Education with a view to reducing crime rate, drug abuse etc.

Currently, the Major Dhyan Chand National Stadium (MDCNS) has the following sports facilities, which are operational and functional:

- Hockey – 3 FOPs (one dedicated to NCOE)
- Cricket – 1 FOP with nets for practice
- Swimming – 1 pool Olympic size
- Kabaddi ground
- Squash courts – under construction⁶⁸

The current revenue from all of these sports facilities put together under the two existing options is as under⁶⁹:

Facility Scheme	2017-18 (in INR lacs)	2018-19 (in INR lacs)	2019-20 (in INR lacs)
Come & Play	47.05	48.86	28.13
Bookings	12.25	7.54	16.31
Total	59.3	56.4	44.45

TABLE 11: MDCNS REVENUE FROM SPORTS (2017-20)

As is quite evident, the trend of revenue is declining from the Sports facilities and a similar trend is reflected in the number of youths participating in various sports in the stadium under the *Come & Play* program.⁷⁰

⁶⁷ <https://www.rjpotteigerinc.com/blog/foundations-building-stadium/>

⁶⁸ <https://www.aninews.in/news/sports/others/major-dhyan-chand-national-stadium-to-get-6-squash-courts-jaishankar-lays-foundation-stone20201216180751/>

⁶⁹ Revenue details shared by stadium

⁷⁰ Come & Play registration details shared by stadium

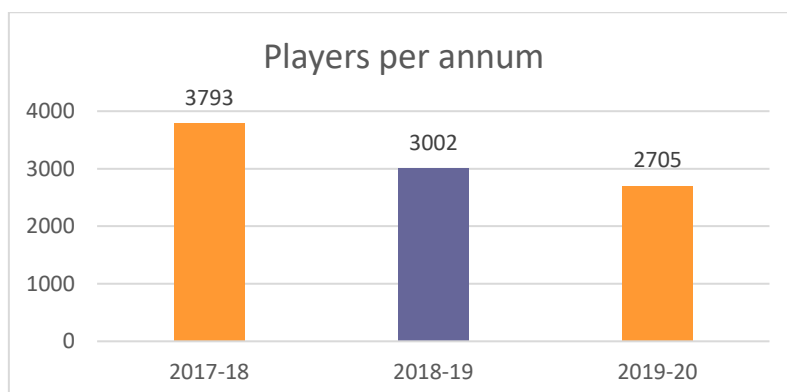


FIGURE 8: DECLINE IN PLAYERS PARTICIPATION IN COME AND PLAY SCHEME (2017-20)

This reflection is for the period before the onset of COVID-19 pandemic and hence the trend is a serious indicator of a need to workout an alternative strategy to revive interest of youth in the stadium and sports.

Our study of academies/clubs in the 7-10 km radius of MDCNS ([see Annexure 18](#)) reveals:

- Academies/clubs in the vicinity of MDCNS offer a variety of sports viz. Badminton, Tennis, Swimming, Table Tennis, Cricket, Football & even games like Carrom
- None of them are considered 'TOP' in their respective sport nor are owned/operated by celebrated coaches/players
- Cricket is present in maximum academies, hockey & archery in least

MDCNS therefore has tremendous opportunity with its facilities to attract community for memberships, academies and come & play especially since facilities like Swimming, Badminton, Tennis are negligible in vicinity, and Squash, Archery, Hockey are non-existent.

Proposals for various sports are explained below.



Badminton

Currently the stadium does not have a Badminton indoor arena / court and given the popularity of the sport and considering that it can be an all weather sport, we strongly recommend SAI to consider development for an Indoor Badminton Hall.

Area in the Stadium: For Badminton arena, we recommend a minimum of 6-8 courts, each requiring about 15x7 sqmt. In addition, about 100-150 sqmt can be considered for lockers and wash rooms. Total requirement would be around 1000 sqmt. Possible options for developing this facility that may be considered are:

- i. Open space near gate number 2 & 2A (Bajri ground). This area is a large one with 4000 sqmts. Apart from the Badminton Hall & Academy, other developments for multisport outdoor/adventure zone or sports museum may come up here. This would provide larger footfall and visibility to the Badminton academy.
- ii. Open space in front of Tennis courts upto gate 2A. This is preferred as it will be close to the Tennis courts and the upcoming squash courts, making it a racket sport zone. Also, when being used by complex members it will provide convenience of playing any of the racket sports in a small vicinity.
- iii. Open space between FOP1 and FOP2 (near gate number 5). This area is close to the NCOE where another excellence academy for Badminton could be a good placement, also considering the excellent access it will have from gate number 5.

The approximate cost of building this area would be Rs.200 lacs. SAI may consider the more modern and recent approach of fibre – metal shed structure instead of a full concrete hall.





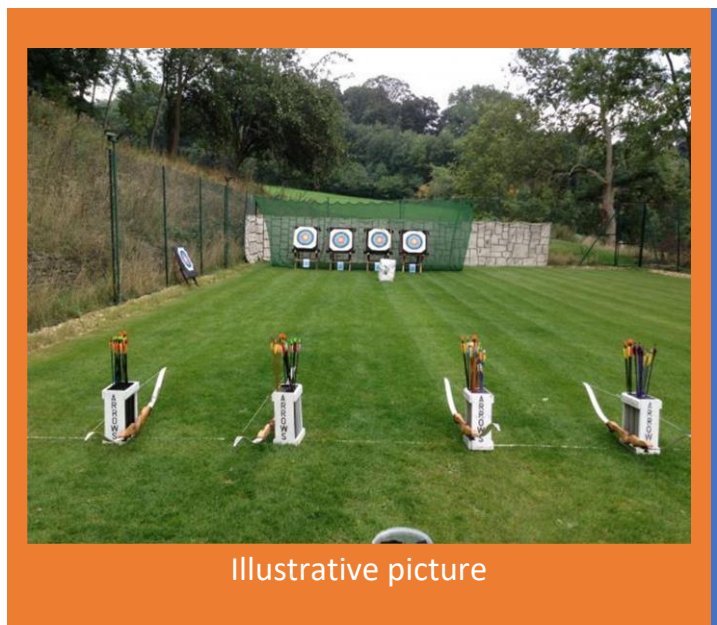
Archery

Archery is a priority sport for India, but across Delhi/NCR there are very few academies for the sport. As a sport it has the potential to attract children and youth as a unique sporting experience. Starting an academy with a renowned former archer or coach or a reputed sports company has the potential to cater to creating awareness of the sport as well as providing potential talent to develop.

Area in the Stadium

Archery Shed should be made in the Kabaddi ground of 1122 sqmts. A maximum of 5 archers can be trained on the shooting line at a time in the space available and hence 5 target boards will be installed.

The development of an Archery shed would be an approximate investment of 5-7 lacs and an additional 2-3 lacs which SAI may want to invest in equipment & accessories as the initial startup set.



Fencing

Fencing is another sport of the future and has lately started getting attention, especially after Bhavani Devi's qualification in the Tokyo Olympics.

A marginal development cost of approximately Rs. 2 lacs would be needed to prepare one of the rooms in the upper basement as Fencing arena. In addition, about Rs. 2.5-3 lacs will be required to procure the starter equipment set.

Shooting Range

The only Individual Gold Medal at the Olympics for India has come in Shooting through Abhinav Bindra in 2008. India today is one of the dominant force in the world of Shooting as a sport and is already in the top 10 in the world.⁷¹ This sport is now getting promoted at school level as well and could be a strong attraction, not just for aspiring shooters who wish to pursue the sport professionally but also for recreational players.

Area in the Stadium

⁷¹ <https://timesofindia.indiatimes.com/sports/more-sports/shooting/with-52-shooting-wc-medals-in-two-seasons-india-zoom-to-10th-in-overall-world-ranking/articleshow/81764437.cms>



An indoor arena with 20 shooting lanes should be made in Bajri Ground, adjacent to the Badminton hall. An arena requiring 600 sq mts area should be built with an approximate investment of Rs.60-75 lacs for SAI. This would include civil work, target systems – few could be electronic system too, shooting platform, lightings etc.

The arena could be outsourced to a professional academy who could bring in their coaches, equipment etc and train interested shooters for professional & recreational purposes.

Combat Zone

We would recommend to dedicate another room in the upper basement as a combat zone for Taekwondo / Karate/ Judo academy to be run in the stadium.

The cost of creating a set up for this zone also would be about Rs. 2-3 lacs.

We recommend that the other sports facilities should also be given to competent private organized players or ex-renowned player turned coach on a revenue sharing basis.

Benefits to community

- Multi-sport academies in a single stadium complex to choose from
- Quality coaching and opportunity to develop talent through well-known names in the respective sports
- Possibility of being under the aegis of Government's Khelo India program

Benefits to SAI

Based on the come and play data of number of participants, and the location of the stadium, we believe that SAI would be able significantly improve on the following:

- Increase the footfall in the stadium by 1000+ due to additional children/youth who could be playing at the venue consistently throughout the year in these academies.
- It would also increase the utilisation of the FOPs by almost three times as currently the utilisation is done only in the evenings. Academy set up will allow the stadium to be utilised in the morning as well as evening post 'come & play' timings also.
- Government may be required to invest around an additional 100 lacs for upgrade / develop some spaces for sports that are not there currently.
- The estimated projected revenue from all of these sports academies becoming active is approximately 85 lacs annually

Ownership and operating models

We recommend that SAI should tie-up with renowned ex-sportspersons or coaches or professional sports companies to run coaching academies in the available sports infrastructure. Tenancy or revenue shared based arrangements could be considered on a long term basis (say 10 years) with such reputed individuals or organizations. SAI could invite interested applications to establish academies in the stadium premises through a tendering process.



Potential partners for setting up the academies could be:

- United Shuttlers Badminton Academy, run by former internationals Manjusha Kanwar and Ajay Kanwar
- Team Tennis, run by renowned coach Aditya Sachdeva
- Indian Squash Academy, Chennai promoted by Ramachandran, ex-president of World Squash Federation
- Fencing Training and Research Institute (FTRI) for Fencing academy
- Gagan Narang's Shooting Academy – Gun For Glory

Refer [Annexure 17](#) for responsibility matrix between government & private partner

Case Study

Siri Fort Sports complex of DDA in South Delhi has used the academy model successfully, as discussed earlier in the section above on 'Study of Indian Stadia'. Apart from renowned names in tennis and badminton, the complex offers academies also in sports like fencing through a professional organization called Fencing Training and Research Institute (FTRI)⁷².

⁷² <https://ftri.in/>



Sports Leadership Center

A center within the MDC National Stadium premises, that will be focused on delivering world class programs to sports leaders across India and even internationally. This could potentially become a unique training center in the entire Indian subcontinent and could cater to clientele not only from the Indian subcontinent but also from Middle east, Africa and even from developed western countries, for at least some sports/areas where India is considered a prominent nation – for example Hockey. The sports leaders who would form the learners in this institute could potentially be top coaches, sports heads of prominent educational institutions, sports entrepreneurs and business owners and sports administrators. In addition, there could possibly be courses for corporate business leaders with interest in sports or leading corporate social responsibility programs or simply wanting to develop learnings from sports into their corporate teams.

The courses could be as below:

1. Executive sports leadership program for about 20-25 sessions spread over 6 months
2. Short sports leadership certificate program with 6-8 sessions spread over one month

The above programs need to be very unique and different from anything available in India currently. These need to be developed in collaboration with top sports leadership institutes in the world as well as with top management institutes in India. For example, Sports Leadership Institute⁷³ located in Amsterdam Olympic Stadium and Indian School of Business (ISB) Hyderabad could be potential partners for this program. Another leading international institute that may be considered as collaboration partner in the SLC is Institute of Sports Studies located in Switzerland⁷⁴.

Area/Space in the stadium to be used

An admissions and management office for this could be placed in one of the rooms with about 1000 square feet space in the upper basement of the stadium building.

For delivery of classes/sessions – where students would be required to visit intermittently over the designated duration of the course – the rooms on the first floor, which are currently lying vacant with the objective of using them as VIP boxes and players' rooms, could be used.

Benefits to community

- Sports entrepreneurs would be benefitted in developing a perspective on sports ecosystem in India and around the world

⁷³ <https://sportsleadership.institute/>

⁷⁴ <https://www.cies.ch/en/cies/home/>



- Coaches and sports trainers (including sports medicine, strength & conditioning, and such other professionals) can take leadership training from leading faculty from other global institutes and management programs
- Corporate leaders with an intent to invest in sports get a platform to better understand the dynamics of the business of sports, and also takeaway lessons from sports for development of their corporate teams

Benefits to SAI

- First floor space which is currently not used at all, with a view to keeping it available for any prominent hockey matches/events, can easily be used as the leadership courses in this center would require learners to visit the center only for a limited designated number of days
- Courses would be designed for high value and would therefore be priced highly, say upwards of Rs. 1-1.5 lacs for the six-month program; implying thereby that even an annual program with an intake of about 25-30 learners could yield a revenue of Rs. 30-40 lacs annually
- SLC can attract the best talent – both mentors & learners – to the premises of the stadium, which in turn could potentially lead to other partnerships for the development of sports in the stadium through sponsorships, PPP and/or CSR funding
- SLC has the potential to make the stadium a center for attraction across global sports education & research community

Ownership and operating models

Public Private Partnership (PPP) seems to be the most appropriate model for bringing this center to fruition, wherein:

- Large private player brings finances and operational experience/expertise to run the center
- Sports Authority of India provides the required support for various clearances required to set up and also the brand to attract global institutions and faculty to the MDC National Stadium campus

Potential partners for this could be:

- Large Indian corporates already invested in sports like JSW, Tatas, Reliance, GMR etc.
- Large educational organizations like Amity University, Kalinga Institute, Manipal Education Group, etc.



Case study

Sports Leadership Institute (SLI)⁷⁵ was established with a mission to inspire and empower the next generation leaders in sports. Established in 2014, as for-profit institute, it is now a



not-for-profit institute since its collaboration with Amsterdam University of Applied Sciences and is located in the Olympic Stadium in Amsterdam. Their flagship program is run twice a year with learners across the spectrum viz. sports coaches, administrators and sports business community.

Based on our research, we understand this to be a Public Private Partnership (PPP) between a commercial sports organization (SPORTSINQ)⁷⁶, state university and city municipal body.

Additional concepts to improve utilization and footfall

Turner Field, Atlanta, USA (venue for 1996 summer Olympics) and ANZ Stadium, Sydney, Australia (venue for 2000 summer Olympics) is amongst the popular and relevant Olympic stadia, who have continued to enjoy the patronage of fans even after the big event got over

⁷⁵ <https://sportsleadership.institute/>

⁷⁶ <https://www.sportsinq.com/>



about two decades ago.⁷⁷ The reason – both of them were willing to make required changes as per the local sporting needs. Both the stadia removed the running track used in Olympics and reduced the size of the stadium seating capacity with an intent to engage the fans, who were primarily *football* fans.

MDCNS, undoubtedly, has the most number of turfs for hockey in one place, considering that India has only about 200+ artificial turfs⁷⁸ and given its location, the extremely attractive 'come & play' scheme, the participation, enthusiasm and excitement for picking hockey as a sport amongst children should be high. The reason that's not happening to the desired levels, we believe, is essentially because of insufficient communication & reach out approach. 'We built it, now it will be used automatically' approach needs to be changed. The change will happen gradually and it will require a face-lift for MDCNS, which is recommended, not just in the infrastructure, visibility but also in the value on offer for the *football* fan. The change will happen when the community members – and not just serious competitive sportspersons – would find reason to visit the stadium. The stadium should become a destination for everyone – youngsters, groups, families, adventure enthusiasts and even senior citizens.

We recommend the following initiatives to be undertaken towards improving the stadium's appeal: -

Hockey5

Hockey still is the 3rd most popular sport in India, after Cricket & Football⁷⁹ and the shorter version of Hockey (like T20 for cricket & futsal for soccer), Hockey5 is a new format of sport that should be played regularly at MDCNS. It is an approved format by FIH and already played at the youth Olympic games.

Area/space in the stadium to be used

As already recommend, Hockey Academy should be started at the stadium and Hockey5 could be a regular feature in training in the academy at FOP3. The FOP would conveniently create space for two playfields of Hockey5 as depicted in the figure below⁸⁰

⁷⁷ Danish Institute of Sports Studies, report by Jens Alms on World Stadium Index

⁷⁸ https://www.espn.in/field-hockey/story/_/id/29221695/chak-de-no-more-steep-decline-indian-hockey

⁷⁹ <https://sportsshow.net/most-popular-sports-in-india/>

⁸⁰ http://www.fih.ch/media/12236332/270716_hockey5s_on_11-a-side_fields.pdf

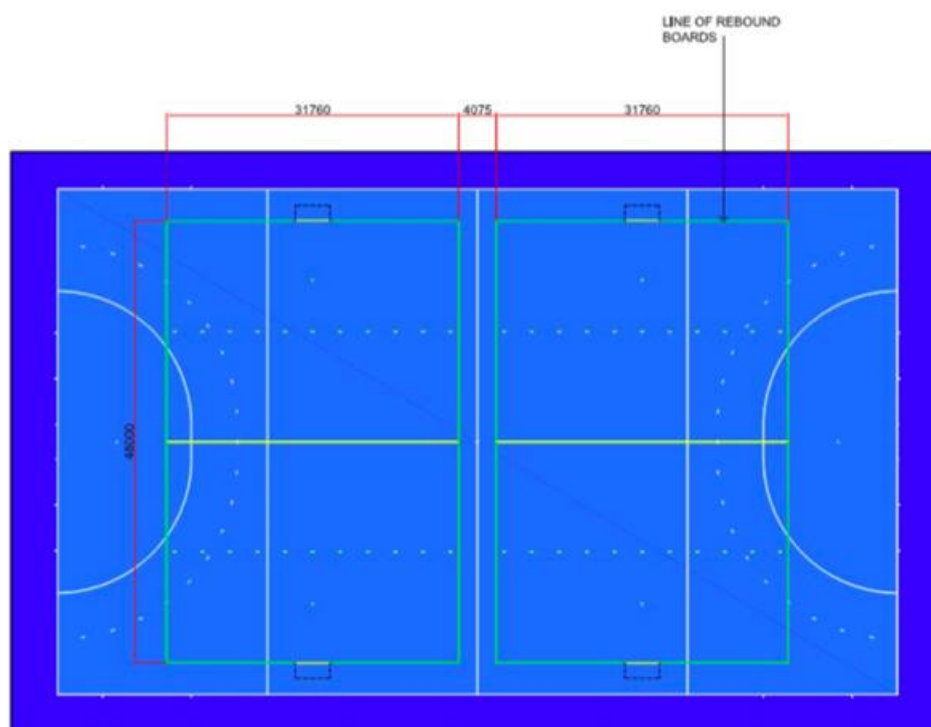


FIGURE 9: LAYOUT OF TWO HOCKEY5 FIELDS ON A FULL-SIZE HOCKEY TURF

This would make the game exciting, improve skills and speed amongst budding hockey players and would make for watching the game more enjoyable – thus spreading the excitement through word of mouth. Hockey exposure trips for schools could be promoted, where apart from doing a tour of the stadium and its facilities, a game using this format could be included to generate larger interest amongst children towards Hockey.

3-in-1 play arena

The quickest & shortest form of fitness, game and fun to be brought to MDCNS with an intent to attract the college going students & young corporate executives. We therefore suggest introduction of the following:

- Futsal (5 a side football)
- Box cricket
- Jorky ball

Area/space in the stadium to be used

The total area required to create this 3-in-1 area would be 800 sqmts which can hold either 1 Futsal court or 1 Box cricket area or upto 5-6 Jorky ball play areas.

This could be developed between the Tennis court & Gate no.4 area, which is >2000 sqmts.



Futsal requires the maximum area of 40 X 20 sqmts.

In the same area, Box Cricket could be played conveniently, which actually requires slightly less area of 30 X 12 sqmts.

Jorky-ball is a popular variant of regular football, which is usually played in a two vs. two format. It is a sport of future. It is currently played in 13 countries and expanding. It was first played in front of a large audience at the 1990 FIFA World Cup in Italy as an exhibition. Since then, the number of jorky-ball players has been increasing.

The Jorky-ball International Federation (JIF) is the world governing body which promotes, develops and manages Jorkyball around the world. Founded in 2014 it is headquartered in Rome, Italy.

The court is an enclosed, rectangle space with at least one transparent wall to allow fans and referees to see the action. Area required is 10 x 5 sqmt cage on an artificial turf. One Futsal turf can accommodate 4-8 Jorky ball turfs depending on the structure and modularity of the cages created for both. The goal size (110cm x 110 cm) and hand-made felt balls weighing about 200 g are speciality of this entertaining sport.

The cost of creating this turf would be approximately between 25-35 lacs.



Illustrative picture – Futsal turf
(about 800 sqmt)



Illustrative picture – Box Cricket
(about 360 sqmt)



Illustrative picture – Jorky ball
(about 50 sqmt)



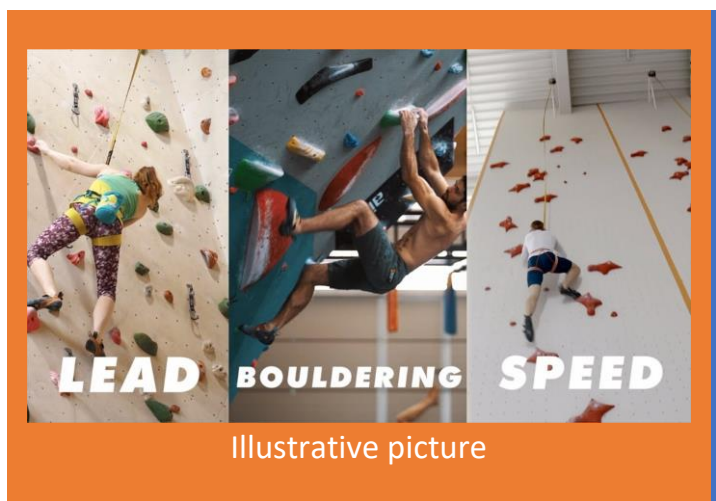
This arena to be monetized and expected revenue would be between 10-12 lacs annually.

Sport Climbing

Climbing as a competitive sport (be it over walls or boulders) is called Sport Climbing. It has tremendous appeal amongst children and youth due to its immense potential to provide fun, confidence (since it requires lot of strength, agility and flexibility) and sense of achievement. Sport climbing has already been part of Youth Olympics (2018, Buenos Aires) and Asian Games (2018, Jakarta) and is now an official summer Olympic sport for Tokyo, 2020.

An arena that can provide both wall and boulder climbing options should be considered for MDCNS. Sport climbing has primarily three events – Lead, Speed and Boulder climbing – which can be done using this infrastructure. Appropriate safeguards are a must while creating such an arena and should be done in collaboration with experts in this area.

- Lead: Wall with defined height and hang; goal is to climb as high as possible in a designated time
- Bouldering: Climb on a boulder course; goal is to solve problem (read route) in a designated time and/or solve as many problems as possible in a designated time window
- Speed: Wall with a defined height and standardized route; goal is to climb as fast as possible



Area/space in the stadium to be used

Climbing set up could be installed in the pen area in front of Gate number 4 and would require about 100-150 sqmt area with a height of about 5 m for bouldering and at least 10 m for speed/lead climbing (for international competitions it is 15 m).

Possible partners



- Outdoor school, Delhi
- Climbing Central, Delhi
- Climbing Delhi Adventures
- Feet on Ground, Bangalore
- Jumping India, Bangalore

A possible partnership on revenue sharing could be done where the department does the initial investment (minimum 50 lacs) & provides the space and the selected partner provides the trained staff, ensures safety & maintenance and conducts the programs for enthusiasts. The organizations having expertise in this sector mostly fall in the Micro, Small, Medium Enterprise (MSME) category and may not be open to invest heavily in creating a complete setup. Providing them with a ready setup and entering into a lease arrangement for a designated period, where the organization manages the programs and maintenance, against a fixed rental or a revenue share agreement is therefore more viable.

Giant Chess Board

This could be an eye-catcher for anyone who enters the stadium and could also be played by families and senior citizens. This should be allowed to be used free of cost for the public, but with a booking.

The area required for this would be about 10 sqmts and can be accommodated around the swimming pool or near Badminton / Tennis / Squash courts. A similar set up has been done in Singapore Sports Hub.

The cost of this all-weather durable chess board will be a one-time expense of 1.5 lacs approximately.



Illustrative picture

Esports Zone

Gaming industry in India is estimated to be around USD 930 million with about 628 million gamers, including recreational ones⁸¹. 33% and 36% respectively play Battle Royale and Sports Simulation based games, which are esports. There are about 400 gaming companies

⁸¹ <https://www.republicworld.com/sports-news/other-sports/esports-and-gaming-industry-in-india-grows-by-21-amidst-lockdown.html>
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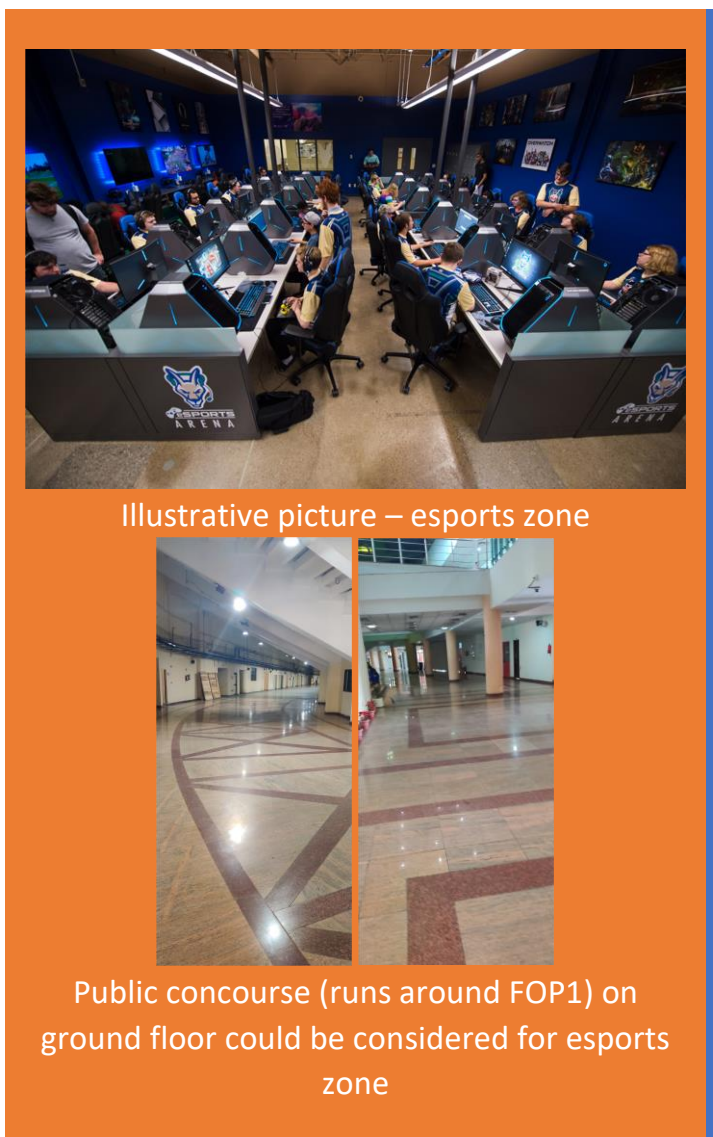
in India⁸², and India's share in global gaming sessions has risen to 13%⁸³. Creating an esports zone presents a great opportunity to connect with youth, since the esports community largely comprises of youth in 14-35 years age bracket.

Area/space in the stadium to be used

There is ample space available in the public concourse area on Ground Floor of the stadium. About 3000 square feet space could be developed into an esports zone enclosure using modular construction that is easy to remove and assemble, since the public concourse area will need to be free of any obstructions when a large sports event is organized in the stadium.

Possible partners

- Ustreak – Delhi based esports company, that has an game agnostic events platform
- Xtreme gaming – Delhi based gaming marketing and esports management company
- League of Extraordinary Gamers (LXG) India – Bangalore based esports company that is into creating and franchising esports cafes
- Global esports – Mumbai based esports organization that owns multiple teams



⁸² Maple capital advisors' report, 2020-21

⁸³ Deloitte India report, 2020-21



Free of cost facilities

Some facilities could be developed and opened for public free of cost, but with online booking. This will enable higher footfall to the stadium by sports enthusiasts and families, and also more hits on the stadium website/social media handles.

Apart from Giant Chess Board, the following may be considered for this:

- Jogging track with covered pathway around the stadium
- Open gym
- Open kids play area

These are few concepts that should be explored which, we believe, will help MDCNS create a warm, welcoming environment for its patrons & visitors. These initiatives would be able to garner media attention and also help in launching the membership scheme, besides creating a 'reach out' story for its potential clients.

Schools and Corporate Patronage

The most significant reason, arguably, of building or operating a multipurpose stadium, besides hosting international events that bring pride and glory to the country, is to benefit the community. Members from the community should be able to utilize the stadium assets and its facilities to keep themselves active & fit, thereby not only improving their own productivity, but also of others in terms of generating employment, engagement and in the process contributing to national economic development.

In case of MDCNS, the immediate and probably the largest two communities that it can impact are the *school going children*, who need to be exposed, encouraged and motivated to play and remain active, also one of the verticals of SAI's Khelo India and FIT India programs, and the *office goer and business community* – coming to one of the biggest commercial centers in central Delhi – Connaught Place.

Keeping these two communities engaged with the stadium should therefore be one of the objectives and mission of MDCNS. The opportunity of engaging this community has been discussed earlier in the SWOT analysis section.

We have previously explained the Sports Community Complex Membership Model, which is certainly one way to get these two communities engaged, at an individual level. Here, we would elaborate on the concept of engaging them at an organization level and therefore drive higher utilization & monetization.



Corporate Patronage

We would once again like to emphasise that for making this initiative a success, SAI will have to actively 'Reach Out' to potential corporates for organizing their events, executive conferences, team get to-gethers, etc. Reaching out is one of the critical elements, the other being constant communication and building relationships⁸⁴ and customizing offers.

One of the possibilities that SAI should explore to attract more corporate patronage is by way of benefitting them through the CSR route.

There are over 16000 companies⁸⁵, falling under the CSR Law and it will be safe to assume that at least 20% of them would have their corporate headquarters in Delhi- NCR region.

If the CSR rule that excludes 'activities benefitting employees of the company'⁸⁶ from being considered CSR spend for the company, can be amended to include the amount spent by the company for using sports, fitness and other facilities within government owned stadia/sports complexes under CSR spend, then it could be a win-win situation for the corporates who may be encouraged to spend their allocated budgets for employee engagement activities & business conferences in government stadia, rather than other sports complexes or hotels, and for SAI who will be benefitted with increased utilization of its stadia and increased revenues from such usage. SAI may consider putting up such a proposal to the Government of India (GOI).

These corporates could then be encouraged to organize not just events and get-togethers but also organize corporate tournaments for cricket, badminton, swimming etc and the utilization of all the FOPs could be significantly increased.

We believe that getting at least 25-30 corporates to book and utilize the stadium assets, particularly of Cricket, Badminton and Swimming for a weekend is a certain possibility, thereby improving utilization by a 8.5%⁸⁷ for sports assets and also generate additional revenue of approximately Rs. 20 lacs⁸⁸.

Corporate houses could also be encouraged to book the sports or non-sports facilities in the government owned stadia/sports complexes for government schools to conduct activities like study tours or sports day functions to get benefits under CSR.

This would not only increase the utilization of the government stadia like MDCNS, but also immensely benefit the government schools who may not have the necessary resources or the intent to conduct such activities for their students.

⁸⁴ <https://eventupblog.tripleseat.com/5-ways-attract-more-corporate-events>

⁸⁵ https://csrbox.org/India_CSR_report_India-CSR-Report--Five-Years-and-INR-100,000-Crore_64

⁸⁶ http://www.mca.gov.in/Ministry/pdf/CSRAmendmentRules_23012021.pdf

⁸⁷ Sportseed analysis; 7 sports assets X 300 days = 2100; 2 days X 3 Sports X 30 companies = 180 days; 180/2100 = 8.5%

⁸⁸ Sportseed analysis; Cricket 25K X 60 days = 15 L; Badminton 7.5K X 60 days = 4.5 L, Swimming 2.5K X 60 days = 21 Lacs



Corporates participating and sponsoring school sports, taking naming rights of the school competitions etc is a common phenomenon in the US and it is a good revenue source for schools there.⁸⁹

The above suggested avenue of corporate support under the corporate social responsibility umbrella could help more underprivileged schools to conduct events at a bigger scale and exposing the not-so fortunate youngsters to top class facilities and motivating them to take sports as a profession. The stadium could be a platform for the collaboration.

School Patronage

Analysis of data received from SAI, it is evident that in the last 3 years, no schools except Modern School Old Student Association, has booked or visited the stadium.

MDCNS is located in the most central part of the capital and is easily accessible from any part of the city. In fact, there are nearly 85 CBSE government schools in Central Delhi alone⁹⁰. Of these, 45-50 schools are within a radius of 4-5 kms.

We strongly believe, that with such proximity to schools, the stadium should be able to invite them over for



- Stadium Tour – which can include the main FOP and also watching the NCOE players practice and train. This would inspire school kids towards hockey.
- Hockey Exposure Day – Invite interested school kids for a demo session on hockey, where they not only get to play hockey but are also told about the legacy & legends. (Once the Museum get operational, this could be done through technology interventions).
- Sports Day Functions – Inviting schools to conduct their sports day functions in the stadium, which would naturally attract parents, sponsors etc.

⁸⁹ <https://www.cnbc.com/id/100001024>, <https://districtadministration.com/school-stadium-stimulus/>

⁹⁰ <https://cbseportal.com/Info/List-of-Government-Schools-in-Delhi-Schools-in-Central-Delhi>
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We believe it is possible to get 50 days of booking from schools for all the three concepts discussed above.

Booking charges for institutions should remain market driven and be updated based on response from the schools/educational institutions.

In terms of Monetization, this may not be a great indicator (additional revenue of upto Rs. 2 lacs annually) but this could increase utilization by 3% cumulatively for all sports assets of MDCNS and create a huge good will for the stadium.

Foundation movement & sports skill gym

While most sports complexes/stadia have facilities for development and engagement of school children, youth, adults and senior citizens, what they lack is an area with an activity program that helps develop foundation sports and movement skills in kids in the age group 2-7 years (barring a gymnastics academy that presents these opportunities).

Globally, many such programs are very popular since it is the initial years after birth where the fundamental movement skills (running, hopping, skipping, jumping, rolling, etc) and foundation sports skills (catching, throwing, kicking and striking) are developed. Some sports education companies in India also have come up with their programs for this age group.

The above kind of set up can be done in a small 800-1000 sqft place and the entire studio set up can be done in a budget of about Rs. 10 lacs. The department would be required to invest on equipment and maintenance only.

A sports education company could be partnered to run this centre on chargeable basis from member/ non – members.



Illustrative picture - set up



Illustrative picture – foundation activity



This activity centre for children could enhance the visibility of the stadium and its communication due to the colourful, child friendly, modular equipment. In addition, parents of children in the 2-7 year age group also can become potential members of the sports complex in MDCNS, given the engaging activities for their tiny tots in such a facility and program. This could therefore be a significant factor in increasing memberships and footfalls.

Conclusion

MDCNS is an important asset of SAI that needs to be utilized significantly higher than its current levels for sports, fitness and related activities. Several concepts have been considered in this document that can help SAI achieve this and work very positively in improving the Government's image and goodwill with public at large and various communities in particular, including but not limited to schools and school children, young athletes, sports entrepreneurs, club enthusiasts and investors.

Implementation of concepts discussed in the report viz. sports community complex, sports academies, sports museum and sports incubator can convert MDCNS into a hub buzzing with sports and related activities subject to SAI developing an implementation plan keeping in view the following critical success factors:

- Quick decision making on the concepts to be implemented immediately in the next 6-12 months (from the launch of the revitalization program)
- Strong outreach program to reach various communities, potential partners and strategic investors
- Deployment of a professional team that can work on the project with measurable metrics like time-to-completion, month-on-month utilization improvement, investment raised, revenue generated and footfalls gathered (see [Annexure 15](#))
- Engage with a private partner on a turnkey outsourcing basis for improving utilization of spaces not used for any sports purpose, for non-sports activities (see [Annexure 16](#) and [Annexure 19](#))
- Technology enablement in the MDCNS premises for better user experience, as discussed through examples and case studies in the report
- On achievement of the above, pushing for a strong private partner for naming rights of various arenas within the stadium



Annexure

Annexure 1 – Stadium information gathering questionnaire

S.No.	Question
Section 1: General Information	
1	What is the total area of Major Dhyan Chand National Stadium?
2	How many entry points does the stadium have? Please name them
3	How is the complex divided into blocks to represent different operational areas of stadium?
4	Is the Major Dhyan Chand National Stadium differently abled friendly? If yes what facilities are available
5	Does the stadium have parking area? if yes what is its capacity?
6	Where is the parking space in the stadium located?
7	Are there any dedicated spaces marked out for advertisement? If yes please provide details
8	Does the stadium have any existing contracts with private or outside parties? Please consider following <ul style="list-style-type: none"> a. Ground/ FOP Maintenance Contract b. Contract with private academies c. Any other form of contracts
9	How many coaches currently are employed at the stadium? Are they directly employed by the government or hired through outsourced agencies?
10	Does the Stadium have any online presence and also if there is any online booking system available for availing permission and or book facilities of the ground?
11	Does the stadium house any hospitality boxes? If yes what is its dimensions and capacity?
12	Is the stadium associated with any of the franchise league (like HIL)? If yes please elaborate the level of engagement?
13	Does the stadium play host to any of the franchise based teams? If yes what if the level of engagement?
14	How much does the government spend for the upkeep of the stadium yearly? Please provide breakup of cost incurred?
15	Budget allocated for maintenance and running of the stadium yearly?
16	



S.No.	Question
	How is the stadium currently managed? Please name stakeholder's and their responsibilities
17	What are the current guidelines for usage of stadium facilities for outsiders?
Section 2: Field Of Play	
18	How many fields of play are there in the stadium and for which sport?
19	What are the dimensions of different fields of play?
20	<p>How these field of play are utilized? Please consider following things.</p> <ul style="list-style-type: none"> a. Number of Calendar days utilized b. Number of days required for maintenance of these fields when they can't be used c. Who maintains these FOP's? d. Estimated cost of maintaining these FOP'se. Current manpower engaged in maintenance of FOP's
21	Any existing partnership and or collaboration for utilization of these FOP's?
22	Does the existing FOP's have a sitting area and or a spectator area? If yes then what is the capacity of the spectator area?
23	Does the FOP's have basic facilities like Drinking water, restrooms, changing rooms etc?
24	Does these FOP's have Flood Lights and or lighting facility to play at night?
25	Are these Field of Play according to their International World Body Standards?
26	Does these FOP's have separate parking space for Visitors? If yes then what is its capacity?
27	Is there space which can be considered for building additional Field of Play?
28	<p>How would you describe the condition of different FOP? Please provide reason for your answer</p> <ul style="list-style-type: none"> A. Good B. Average C. Needs Improvement
29	Which is the best used facility in the stadium and what are the reasons for it to be used more than other facilities?
30	Are there restrictions on some facilities that affect their availability?
31	



S.No.	Question
	Are there any specific guidelines used for operational running of these FOPs?. If yes then please provide a copy of the guidelines
32	What is the nature of request received by the stadium for the usage of these FOP's? For example, are these for recreational purposes, professional clubs approaching for usage of the facility etc
Section 3: Other Assets	
33	How many rooms are there in the stadium and for what purpose? How many of these rooms are Vacant? Please also provide list of these rooms with their locations in the stadium.
34	What are the dimensions of these rooms?
35	How are these rooms utilized currently?
36	Does the stadium have residential facility to house talented athletes? If yes then what is its capacity?
37	How many dedicated meeting rooms does the stadium have? Please provide a list
38	How many changing rooms are housed in the facility?
Section 4: Events	
39	How many tournaments generally take place in a year in the stadium? How many days of the year are utilized because of these tournaments?
40	Do hosting these tournaments have any financial loss? If yes then please provide details
41	Are there any fixed tournaments which take place every year? If yes please provide details
42	What level of tournaments have taken place in the stadia in the last 5 years and for which sport?
43	What is the current revenue generating activities taking place at the facility? Please list out the following details a. Activity Name b. Number of days used for the activity c. Which FOP or area used for activities d. Support provided by the Stadium (if any) e. Pricing model (If any) f. Expenses incurred by the stadium (if any)
44	Does the stadium allow holding events which are not sport related? If yes then what events have taken place in the last 5 years?



S.No.	Question
45	How many junior level events does the stadium host in a year?
46	Are there any recreation activities which take place in the stadium currently? If yes then for which sport?
47	What is the schedule for recreation activity taking place?
48	Does the event partner approach stadium authorities for usage of the facility? If yes how many requests a year does the stadium receive?
49	Is there a mechanism to attract potential event/sport organizers to the facility? If yes then please provide details



Annexure 2: List of interviewees

S.No.	Name	Designation	Organization	Remarks	Communication mode
1	Deckline Leitao	Consultant	Self-employed Strength & Conditioning professional	Renowned Strength & Conditioning expert of Olympic Gold Quest and Dravid- Padukone Center of Excellence; interviewed to understand the possibility of a sports science centre for community as well as elite athletes	Interview
2	Aditya Sachdev	Director and Chief Coach	Team Tennis	Coach of top tennis players like Saket Myeni, Yuki Bhambri, and Sana Bhambri; interviewed to understand monetization of tennis courts in the stadium. Successfully running his academy in Siri Fort Sports complex for many years	Interview
3	Jayant Surana	Director	Smashit Sporting Concepts LLP (PlayAll)	Promoter of a company into developing and monetizing sports infrastructure; interviewed to understand market interest to take up a facility like National Stadium on a turnkey or specific asset basis; discussed variable revenue model based on increasing utilization using online platform and fixed revenue model based on lease	Interview
4	Subramaniam	Ex-DGM (HR & Sports)	Airports Authority of India	Senior sports administrator in Delhi Cricket Association and runs his own cricket academy in Dwarka, New Delhi. Discussed possible options to monetize cricket and hockey fields of the stadium	Interview
5	Manish Kumar	Sr. Consultant	Directorate of Sports, Govt. of Odisha	Former COO Athletics Federation of India and senior sports administrator and consultant; interviewed to take suggestions & feedback on options of utilization & monetization of National Stadium	Interview
6	Ahmad Bakar	President	Pacific Sports PTE Ltd, Singapore	Discussed monetization and utilization of Singapore National Sports Stadium (Kallang Stadium)	Interview
7	K Arunugam	Founder	Stick2Hockey.com	Hockey historian and freelance journalist for multiple National Dailies; discussed concepts on improving utilization of stadium, particularly with respect to hockey	Interview
8	Neelay Bhatt	Consultant	Self-employed sports	International Sports Arena and recreation parks consultant, TEDx speaker based in Indianapolis, US	Email/Social media



S.No.	Name	Designation	Organization	Remarks	Communication mode
			infrastructure professional		
9	Anthony Loh	Assistant Director, Infrastructure Development	Sports Infrastructure Group (Singapore)	Involved in developing swimming, baseball and other facilities at Jurong Stadium; experience in working with ActiveSg	Email/Social media
10	Victoria Ammar	State Manager	Ticketmaster, Australia	Experienced events manager with The Gabba stadium in Queensland; worked extensively with AFL and Cricket seasons	Email/Social media
11	Greg Sleigh	General Manager, Commercial	Optus Stadium, Australia	Leading the commercial program at the 'Most Beautiful Sports Facility on Earth' - Perth's Optus Stadium.	Email/Social media



Annexure 3: Increase in stadium utilization post implementation

Number /Color code	Area/Space description	Floor	Max Utilisation Possible (no of days/annum)	Avg utilization in last 3 years (no. of days per annum)	Suggested Implementation Options			Expected Avg Utilization post implementation (no. of days per annum)	Upgrad/Develop/Status Quo	Comment	Ref layout diagram
					Option 1	Option 2	Option 3				
1	FOP1 (Hockey)	Ground	300	25	Hockey Academy			240	Status Quo	Hockey Academy + School Sports day	Annexure 4
2	FOP2 (Hockey) - NCOE	Ground	300	30					Status Quo		Annexure 4
3	FOP3 (Hockey)	Ground	300	7	Hockey Academy			260	Upgrade	Hockey Academy + School tours	Annexure 4
4	Cricket Ground	Ground	300	5	Cricket Academy			285	Upgrade	Cricket Academy + Corporate Booking	Annexure 4
5	Tennis courts	Ground	300	2	Tennis Academy			225	Upgrade	Tennis Academy	Annexure 4
6	Squash courts	Ground	0	0	Squash Academy			225	Status Quo	Squash Academy	Annexure 4
7	Kabaddi Ground	Ground	300	0	Mini Archery Range	Jorky Ball /Futsal Arena	Open Gym and Jogging track	225	Develop	Archery Academy	Annexure 4
8	Swimming Pool	Ground	300	0	Club			60	Upgrade	Corporate Booking	Annexure 5
9	Open space at gate no 5 (useful area as per SAI document 'Open area calculations), though the total area is about 17000 sq mt)	Ground	300	33	Status quo			33	Status Quo	The non-sport area with max utilisation as on today. To be left as it is for continued attraction.	Annexure 5
10	Open space in front of Heritage building (Paver)	Ground	300	7	Naming rights space			7	Status Quo	The non-sport area with highest revenue per day as on today + front of Heritage building . To be used only for Naming rights	Annexure 5
11	Open space in front of Tennis Courts upto gate no.4 (Between FOP 1 and tennis court)	Ground	300	11	3-in-1 arena (Futsal/ Box Cricket / Jorky Ball)			300	Develop	Being closer to tennis, squash courts - attractive loation to engage pay & play and club members	Annexure 5
12	Open area between FOP I & II	Ground	300	23	Sports Museum	Badminton Academy		300	Develop	Sports Museum Building (Area: 1500 sq mt) is preferred in this location as the NCOE and Hockey Legend's Gallery in nearby	Annexure 5
13	Open space at gate no.2 & 2A (Bajri ground)	Ground	300	1	Badminton indoor hall with at least 8 courts + Sports Theme Restaurant, Sovenier retail complex, Giant Chess + Shooting range	Sports Museum Sports Theme Restaurant and Sovenier retail complex		285	Develop	Sports Museum Building (Area: 1500 sq mt) "Restaurant & retail shop complex; Area 1000 sq mt: preferred in this area as close to the Sports Museum. Also close to one of the exit/entry of main office building Indoor Badminton Hall 8 courts; Area : 1000 sq mt; preferred in this area due to proximity to other racket sports like Tennis & Squash"	Annexure 5
14	VIP Lounge	First (Heritage Building)	300	0	Waiting/meeting lounge			80	Upgrade	Common use by event orgnizers, VIPs, guests, club members, etc.	
15	Terrace (Left side)	First	300	0	Kids Play Area			80	Develop	Rs.1100/- per sqft + 1.5 Lac interior; FOC activity	
16	Terrace (Right Side)	First	300	0	Rooftop restaurant			300	Develop	Rental Revenue	



Number /Color code	Area/Space description	Floor	Max Utilisation Possible (no of days/annum)	Avg utilization in last 3 years (no. of days per annum)	Suggested Implementation Options			Expected Avg Utilization post implementation (no. of days per annum)	Upgrad/Develop/Status Quo	Comment	Ref layout diagram
					Option 1	Option 2	Option 3				
17	Area around swimming pool (between FOP1 and Swimming pool wall?)	Ground	300	0	Swimming related retail			300	Develop	Rental Revenue	
18	Area along Swimming Pool Boundary Wall	Ground	300	0	Open air cafeteria and eateries			300	Develop	Rental Revenue	
19	Outer area of Kabaddi Ground	Ground	300	0	Gym & Spa	Jorky Ball /Futsal Arena	Open Gym and Walking track	300	Develop	Membership Model Requirement https://startupfreak.com/how-much-money-is-needed-to-open-a-gym-in-india/ https://okcredit.in/blog/how-to-start-gym-business/	
20	Near FOP 3 (area no 1)	Ground	300	0	Hockey 5s			200	Upgrade		
21	Near FOP 3 (area no 1)	Ground	300	0	Hockey 5s			200	Upgrade		
22	Back side gym (FOP 2)	Ground	300	0	Sports Science, physio, rehab center			100	Develop	Very close to NCOE, which will require this most. 7 L for building, rest for equipments	
23	Roof of retention tank	First	300	0	TT Hall - Academy	Multi sport arena (with artificial grass flooring)		225	Develop	Has good accessibility from Gate no 6 About 6-8 TT tables can be build in about 15-20 lacs, considering one badminton court can accommodate 4 TT tables. 50K per table additional cost https://www.allabouttabletennis.com/table-tennis-room-size.html	
24	Behind retention tank	Ground	300	0	Walking Track + Open Gym			300	Develop	Has good accessibility from Gate no 6 https://dir.indiamart.com/pune/outdoor-gym-equipments.html	
25	Press Work Area (first row from Heritage Building)	Upper Basement	300	0	Combat zone	Kidz Gym		225	Upgrade	For academies of combat sports like Judo/boxing/wrestling/taekwondo/karate depending on exact dimensions of the hall	Annexure 5
26	Dope controls + reception wait area (first row from Heritage Building)	Upper Basement	300	0	Fencing	Kidz Gym TT		225	Upgrade	For academies of Fencing	Annexure 6
27	Processing room 1 (first row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade	Incubation Centre - Revenue for all 12-15 centres put together	Annexure 7
28	Processing room 2 (first row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
29	Chaperones waiting room (first row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
30	Resource work area (first row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
31	Press operations area (first row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
32	Press conference room (second row from Heritage Building)	Upper Basement	300	0	Kidz Gym	Incubation/coworking	Combat Zone/Fencing/Table Tennis	250	Upgrade		Annexure 6
33	Tech delegate office (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
34	Meeting room (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
35	Competition management room (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
36	Tech official lounge (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7

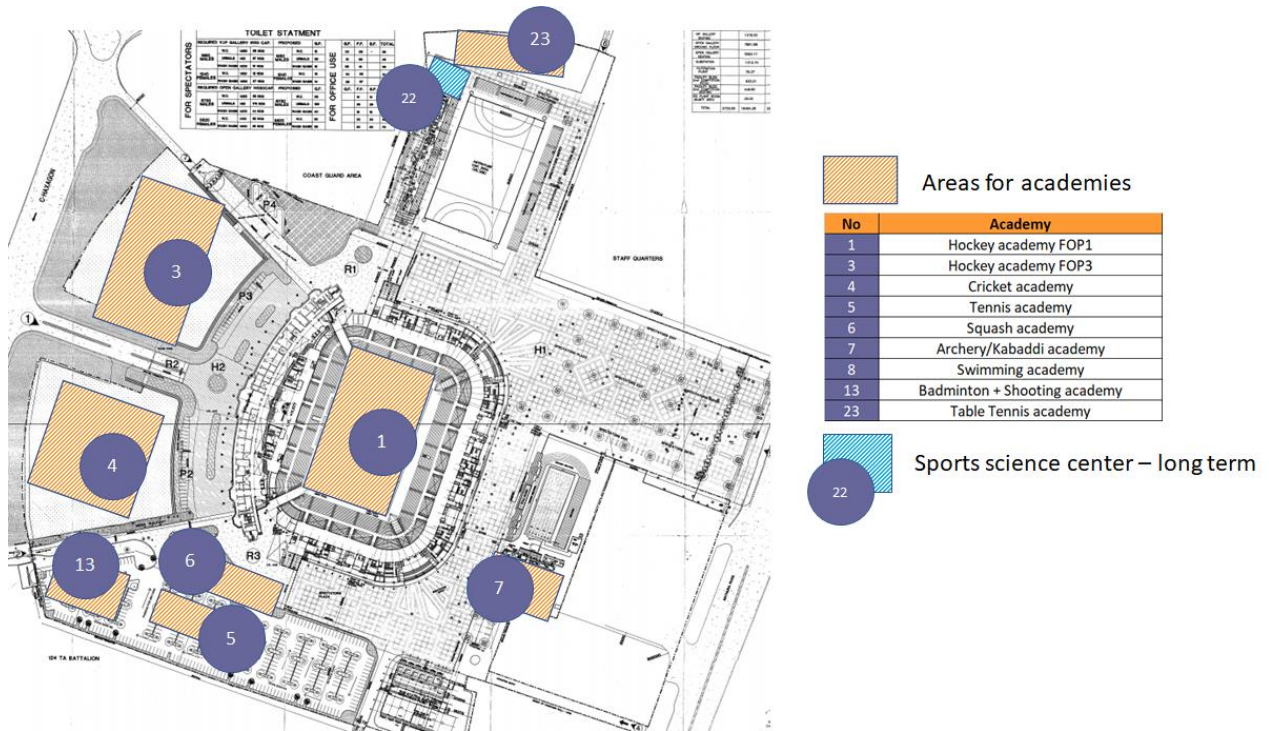


Number /Color code	Area/Space description	Floor	Max Utilisation Possible (no of days/annum)	Avg utilization in last 3 years (no. of days per annum)	Suggested Implementation Options			Expected Avg Utilization post implementation (no. of days per annum)	Upgrad/Develop/Status Quo	Comment	Ref layout diagram
					Option 1	Option 2	Option 3				
37	Podium storage (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
38	Ceremony office (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
39	Athlete Lounge (second row from Heritage Building)	Upper Basement	300	0	Incubation/coworking	Combat Zone/Fencing/Table Tennis	Kidz Gym	250	Upgrade		Annexure 7
40	Sport presentation room (back side right wing of heritage building, overseeing FOP1)	First Floor	300	0	Cafeteria			250	Upgrade		
41	Media lounge (near Sports presentation room)	First Floor	300	0	Conference/meeting rooms			50	Upgrade	U shaped Conference room https://www.ooberpad.com/blogs/audio-video-tips/set-up-your-meeting-or-conferencing-room-on-a-budget-part-1	
42	Coaches' room (back side left wing of heritage building, overseeing FOP1)	First Floor	300	0	Conference/meeting rooms			50	Upgrade		
43	Games family lounge (near Coaches' room)	First Floor	300	0	Breakout zone for office			250	Upgrade		
44	Public concourse - Office room 1 (left wing)	Ground Floor	300	0	Incubation/coworking			250	Upgrade		Annexure 8
45	Examination/Treatment room 1 (left wing)	Ground Floor	300	0	Conference/meeting rooms			50	Upgrade		Annexure 8
46	Reception/Waiting room (left wing)	Ground Floor	300	0	Startup incubation center reception			250	Upgrade		Annexure 8
47	Public concourse - Office room 2 (central wing)	Ground Floor	300	0	Incubation/coworking			250	Upgrade		Annexure 9
48	Mechandising area	Ground Floor	300	0	Sovenier/merchandise shops			250	Upgrade		Annexure 9
49	Public information area	Ground Floor	300	0	Tourist information center			250	Upgrade		Annexure 9
50	Public concourse - Office room 3 (central wing)	Ground Floor	300	0	Incubation/coworking			250	Upgrade		Annexure 9
51	Examination/Treatment room 2 (right wing)	Ground Floor	300	0	Incubation/coworking			250	Upgrade		Annexure 10
52	Reception/Waiting room 2 (right wing)	Ground Floor	300	0	Incubation/coworking			250	Upgrade		Annexure 10
Total (no of days)			15300	144				11180			
Percentage utilization				1%				73%			

Note: Based on colour codes and serial numbers given above, the areas considered for implementation of these concepts can be located in subsequent Annexure with layout diagrams of the stadium.



Annexure 4: Areas marked for sports academies



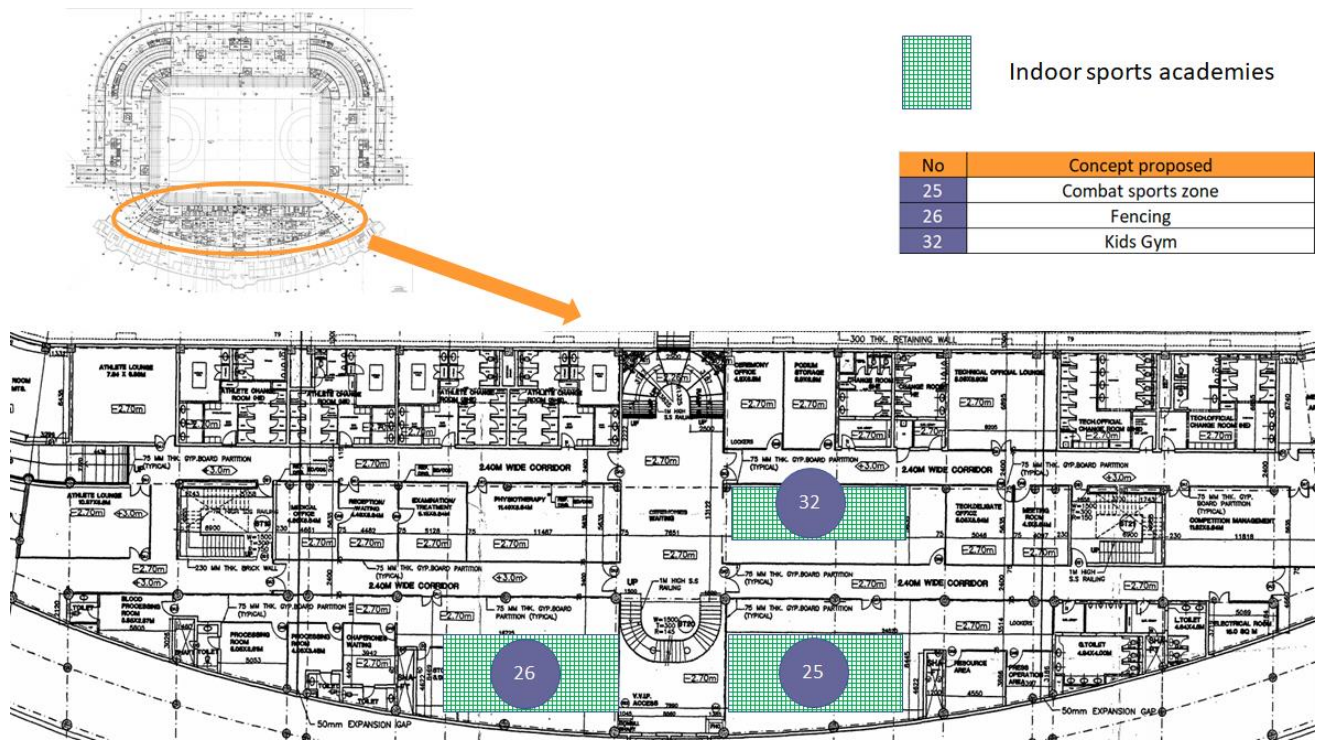
[illegible]

No	Concept proposed
9	Area for non-sport events
10	Area for Naming Rights related branding

No	Concept proposed
11	3-in-1 arena (Futsal/ Box Cricket / Jorky Ball)
12	Sports Museum
13	Badminton indoor hall
	Shooting Range
	Sports Theme Restaurant
	Sovenier retail complex
17	Giant Chess
18	Swimming related retail
19	Open air cafeteria and eateries
20	Gym and Spa
21	Hockey 5s Arena
24	Hockey 5s Arena
8	Walking track and open Gym
	Swimming pool for club

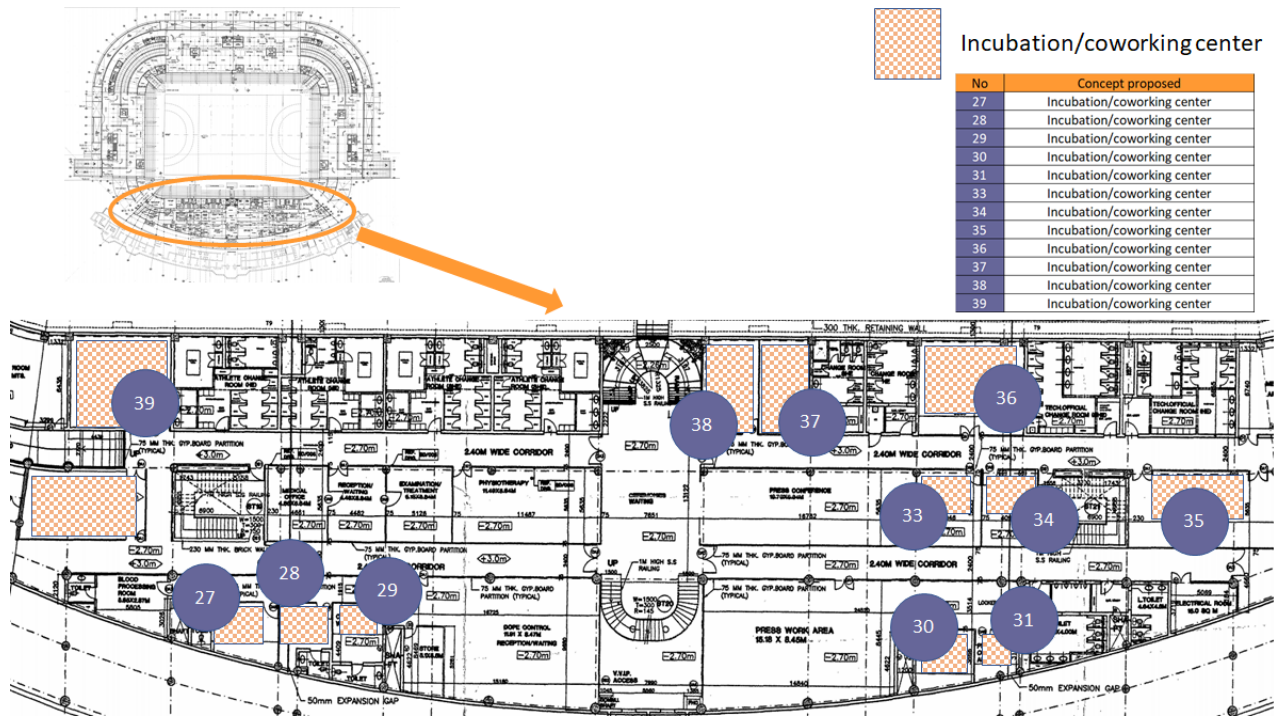


Annexure 6: Areas marked for indoor sports academies in Upper Basement



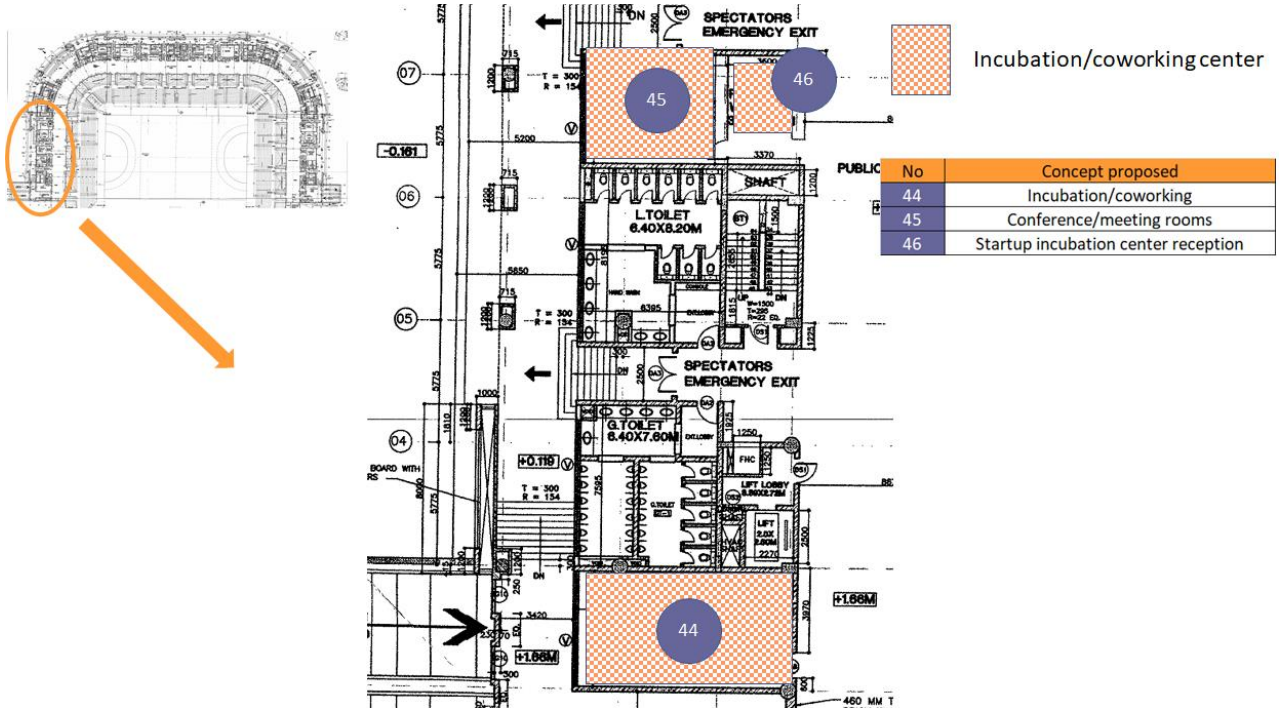


Annexure 7: Areas marked for sports incubation/coworking centre in Upper Basement



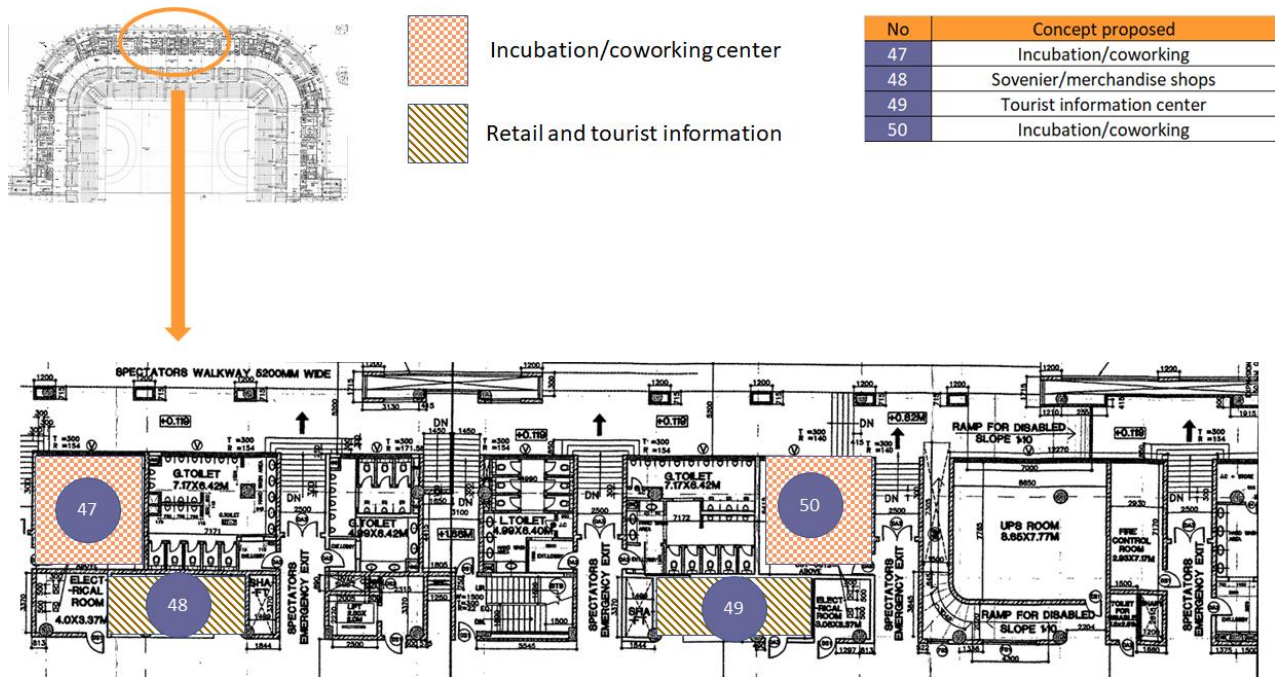


Annexure 8: Areas marked for sports incubation/coworking centre in Ground Floor – Left wing



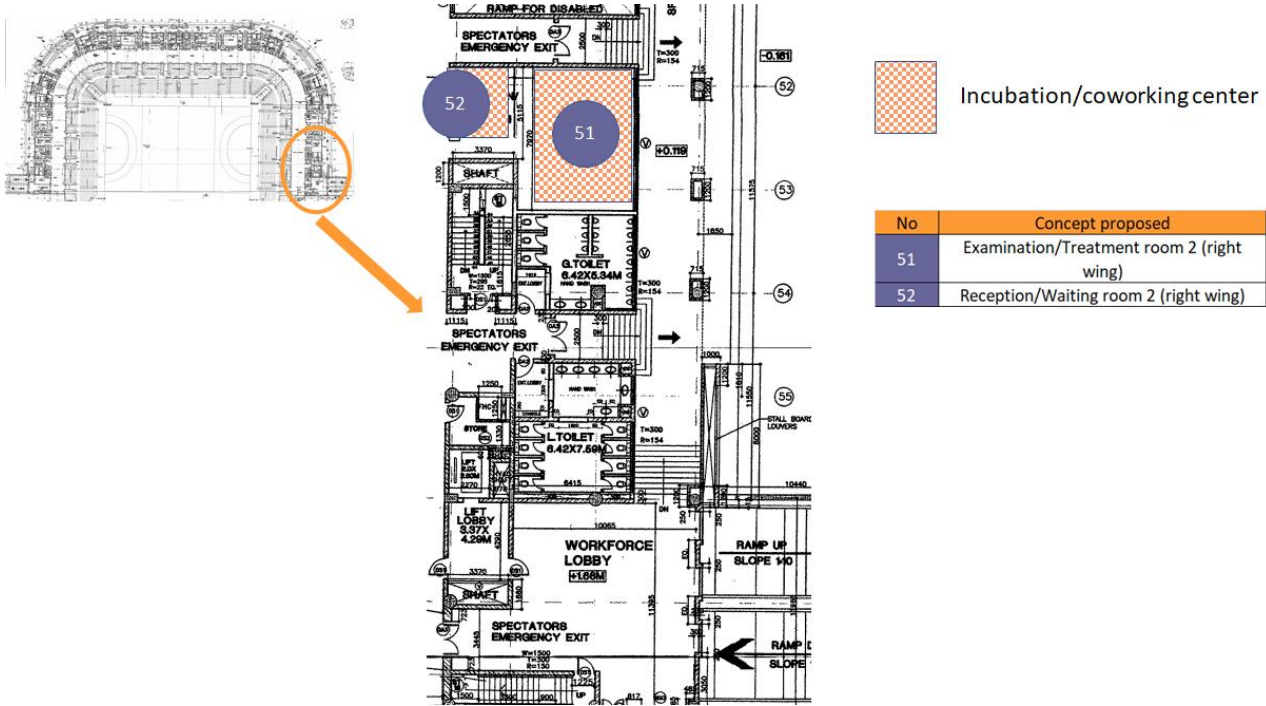


Annexure 9: Areas marked for sports incubation/coworking centre and tourist information plus retail offices on Ground Floor – Central Wing



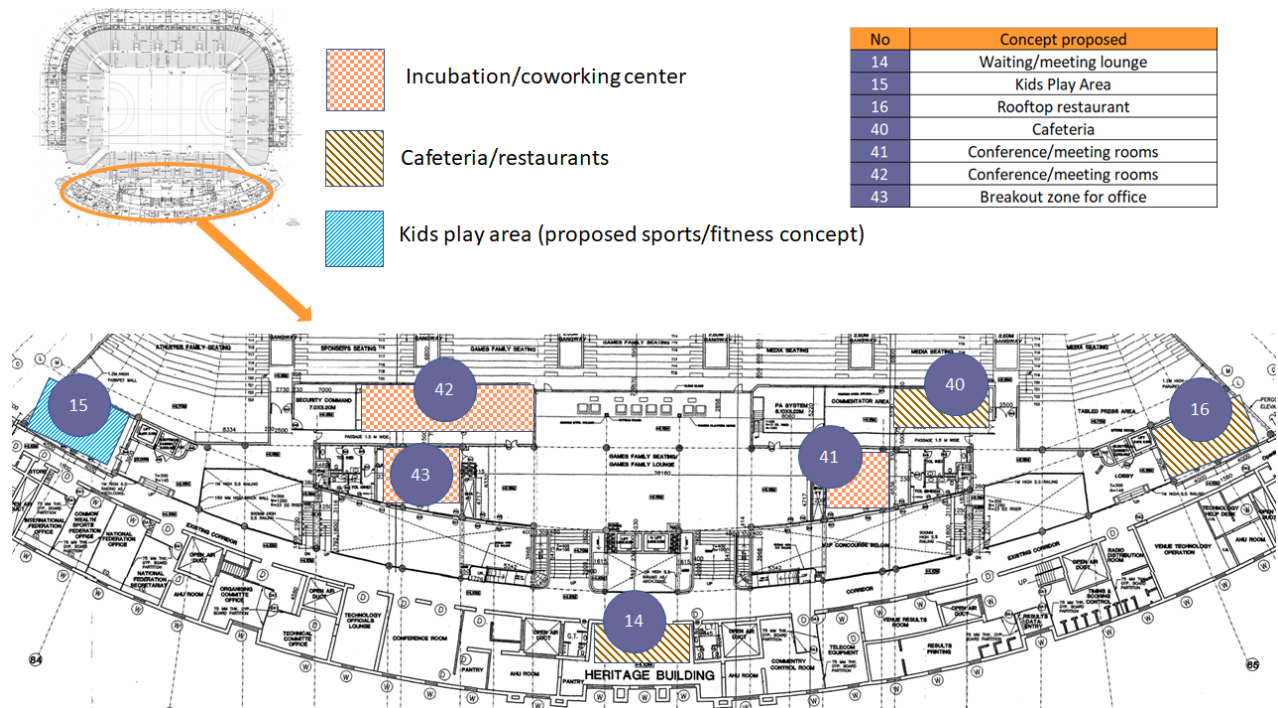


Annexure 10: Areas marked for sports incubation/coworking centre on Ground Floor – Right Wing





Annexure 11: Areas marked for incubation, cafeteria/restaurants and kids play areas on First Floor





Annexure 12: Cost and revenue projections from various concepts to be implemented

Number	Area/Space description	Suggested Implementation Options (Option 1)	Expected Cost (INR) in lacs	Expected Revenue (INR) in lacs
1	FOP1 (Hockey)	Hockey Academy	0.00	1.13
2	FOP2 (Hockey) - NCOE	None - maintain status quo	0.00	0.00
3	FOP3 (Hockey)	Hockey Academy	1.00	6.28
4	Cricket Ground	Cricket Academy	0.00	28.00
5	Tennis courts	Tennis Academy	0.00	17.50
6	Squash courts	Squash Academy	0.00	13.00
7	Kabaddi Ground	Mini Archery Range	10.00	2.50
8	Swimming Pool	Community Complex	0.00	1.50
9	Open space at gate no 5 (useful area as per SAI document 'Open area calculations), though the total area is about 17000 sq mt)	None - maintain status quo	0.00	0.00
10	Open space in front of Heritage building (Paver)	Naming rights space	0.00	0.00
11	Open space in front of Tennis Courts upto gate no.4 (Between FOP 1 and tennis court)	3-in-1 arena (Futsal/ Box Cricket / Jorky Ball)	45.00	14.00
12	Open area between FOP I & II	Sports Museum	1500.00	45.00
13	Open space at gate no.2 & 2A (Bajri ground)	Badminton indoor hall with at least 8 courts + Shooting Range + Sports Theme Restaurant, Sovenier retail complex, Giant Chess	262.00	34.30
14	VIP Lounge	Waiting/meeting lounge	2.00	0.00
15	Terrace (Left side)	Kids Play Area	12.00	
16	Terrace (Right Side)	Rooftop restaurant	0.00	3.00
17	Area around swimming pool (between FOP1 and Swimming pool wall?)	Swimming related retail	0.00	2.00
18	Area along Swimming Pool Boundary Wall	Open air cafeteria and eateries	0.00	5.00
19	Outer area of Kabaddi Ground	Gym & Spa	90.00	60.00
20	Near FOP 3 (area no 1)	Hockey 5s	0.00	0.00
21	Near FOP 3 (area no 1)	Hockey 5s	0.00	0.00
22	Back side gym (FOP 2)	Sports Science, physio, rehab center	100.00	0.00
23	Roof of retention tank	TT Hall - Academy	25.00	6.00
24	Behind retention tank	Walking Track + Open Gym	10.00	0.00
25	Press Work Area (first row from Heritage Building)	Combat zone	2.00	1.00
26	Dope controls + reception wait area (first row from Heritage Building)	Fencing	5.00	3.00



Number	Area/Space description	Suggested Implementation Options (Option 1)	Expected Cost (INR) in lacs	Expected Revenue (INR) in lacs
27	Processing room 1 (first row from Heritage Building)	Incubation/coworking	35.00	45.00
28	Processing room 2 (first row from Heritage Building)	Incubation/coworking	0.00	0.00
29	Chaperones waiting room(first row from Heritage Building)	Incubation/coworking	0.00	0.00
30	Resource work area (first row from Heritage Building)	Incubation/coworking	0.00	0.00
31	Press operations area (first row from Heritage Building)	Incubation/coworking	0.00	0.00
32	Press conference room (second row from Heritage Building)	Kidz Gym	0.00	0.00
33	Tech delegate office (second row from Heritage Building)	Incubation/coworking	0.00	0.00
34	Meeting room (second row from Heritage Building)	Incubation/coworking	0.00	0.00
35	Competition management room (second row from Heritage Building)	Incubation/coworking	0.00	0.00
36	Tech official lounge (second row from Heritage Building)	Incubation/coworking	0.00	0.00
37	Podium storage (second row from Heritage Building)	Incubation/coworking	0.00	0.00
38	Ceremony office (second row from Heritage Building)	Incubation/coworking	0.00	0.00
39	Athlete Lounge (second row from Heritage Building)	Incubation/coworking	0.00	0.00
40	Sport presentation room (back side right wing of heritage building, overseeing FOP1)	Cafeteria	5.00	0.00
41	Media lounge (near Sports presentation room)	Conference/meeting rooms	5.00	0.00
42	Coaches' room (back side left wing of heritage building, overseeing FOP1)	Conference/meeting rooms	0.00	0.00
43	Games family lounge (near Coaches' room)	Breakout zone for office	0.00	0.00
44	Public concourse - Office room 1 (left wing)	Incubation/coworking	0.00	0.00
45	Examination/Treatment room 1 (left wing)	Conference/meeting rooms	0.00	0.00
46	Reception/Waiting room (left wing)	Startup incubation center reception	0.00	0.00
47	Public concourse - Office room 2 (central wing)	Incubation/coworking	0.00	0.00
48	Mechandising area	Sovenier/merchandise shops	0.00	0.00
49	Public information area	Tourist information center	0.00	0.00
50	Public concourse - Office room 3 (central wing)	Incubation/coworking	0.00	0.00
51	Examination/Treatment room 2 (right wing)	Incubation/coworking	0.00	0.00
52	Reception/Waiting room 2 (right wing)	Incubation/coworking	0.00	0.00
Total			2109.00	288.20
#	Only those costs that may be required to be incurred by SAI for upgrade/development of facilities are considered. Does not include any costs that a potential partner may incur in development or operations of a facility. Certain cost heads have been consolidated to show the figure in a single row, while concept may be implemented across multiple areas/spaces (for e.g. incubation/coworking)			
*	Expected revenues that may be generated only from sports, fitness and associated activities (like events) are considered; this does not include revenues accrued against costs not incurred directly by SAI. Certain revenue heads have been consolidated to show the figure in a single row, while concept may be implemented across multiple areas/spaces (for e.g. incubation/coworking)			



Annexure 13: Comparative statement of World Stadium Index (WSI) for global stadia

Event	Stadium	WSI	Events	Country	Ownership
Olympic	Turner Field	50.6	85	USA	Private
Olympic	Nagona	0.6	11	Japan	Public
Olympic	ANZ stadium	14.3	44	Australia	Private
Olympic	Rice-Eccles	7.2	9	USA	Private
Olympic	Athens Stadium	17.7	49	Greece	Public
Olympic	BC Place	18.3	200	Canada	Public
UEFA Euro	Stadion Letzigrund	20.3	44	Switzerland	Public
UEFA Euro	Estadio da Luz	19.3	27	Portugal	Public
UEFA Euro	Stade de suisse	15.9	30	Switzerland	Private
UEFA Euro	Estadio do Dragao	15.9	25	Portugal	Private
UEFA Euro	Estadio Lisbon	12.2	26	Portugal	Private
UEFA Euro	Red Bull Arena	11.3		Austria	Private
UEFA Euro	Estadio D. Afonso	9.5	20	Portugal	Public
UEFA Euro	Estadio Braga	7.8	19	Portugal	Public
UEFA Euro	Estadio Coimbra	6.3	20	Portugal	Public
UEFA Euro	Stade de Geneve	6.3	50	Switzerland	Private
UEFA Euro	Worthersee Stadion	4.7	36	Austria	Public
UEFA Euro	Estadio de Bessa	2.7	19	Portugal	Private
UEFA Euro	Estadio Leiria	2.7	18	Portugal	Public
UEFA Euro	Estadio Aveiro	2.5	19	Portugal	Public
Asian Games	Hiroshima Big Arc	5.8	22	Japan	Public
Asian Games	Khalif International	1.8	10	Qatar	Public
Common wealth	Ethiad Stadium	19.7		UK	Public



Annexure 14: Estimation of WSI for MDCNS

Type	Booking Month	Year	Venue	Days	No. of Days	Venue 1	Venue 2	Estimated attendance*
Sports	August	2017	Hockey Field (Ground)FOP 2	1	2	FOP 2		300
Sports	September	2017	Hockey Field (Ground)FOP 2	9	10	FOP 2		500
Sports	November	2017	Hockey Field (Ground)FOP 2	7	8	FOP 2		500
Sports	February	2018	Hockey Field(Ground) FOP 1	7	8	FOP 1		2500
Sports	February	2018	Hockey Field(Ground) FOP 1	9	10	FOP 1		2500
Sports	February	2018	Hockey Field(Ground) FOP 1	17	18	FOP 1		
Sports	June	2018	Hockey Field (Ground) FOP 3	1	2	FOP 3		200
Sports	August	2018	Hockey Field (Ground) FOP 3	0	1	FOP 3		200
Sports	December	2018	Cricket Field	0	1	Cricket Field		100
Sports	February	2019	Cricket Field	0	1	Cricket Field		500
Sports	February	2019	Cricket Field	0	1	Cricket Field		500
Sports	February	2019	Cricket Field	0	1	Cricket Field		500
Sports	February	2019	Cricket Field	1	2	Cricket Field		1000
Sports	February	2019	Cricket Field	1	2	Cricket Field		1000
Sports	February	2019	Cricket Field	1	2	Cricket Field		200
Sports	March	2019	Cricket Field	0	1	Cricket Field		500
Sports	March	2019	Cricket Field	0	1	Cricket Field		500
Sports	March	2019	Cricket Field	0	1	Cricket Field		500
Sports	December	2019	Hockey Field (Ground)FOP 2	11	12	FOP 2		500
Sports	December	2019	Hockey Field (Ground)FOP 2	12	13	FOP 2		500
Sports	November	2019	Hockey Field(Ground) FOP 1	11	12	FOP 1		500
Sports	October	2019	Hockey Field(Ground) FOP 1	13	14	FOP 1		500
Sports	September	2019	Hockey Field (Ground)FOP 2	9	10	FOP 2		2500
Sports	October	2019	Cricket Field	0	1	Cricket Field		300
Sports	August	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		300
Sports	September	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		300
Sports	September	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		300
Sports	September	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		300
Sports	September	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		300
Sports	September	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		300
Sports	December	2019	Hockey Field (Ground) FOP 3; Hockey Field(Ground) FOP 1	2	3	FOP 3	FOP 1	500
Sports	October	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	October	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	October	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	November	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	November	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	November	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	November	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	October	2019	Hockey Field (Ground)FOP 2	0	1	FOP 2		500
Sports	November	2019	Hockey Field (Ground)FOP 2	6	7	FOP 2		2500
Sports	December	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	December	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	December	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	December	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	December	2019	Hockey Ground-Synthetic Turf Inside-FOP-2	0	1	FOP 2		500
Sports	November	2019	Hockey Field (Ground)FOP 2	4	5	FOP 2		2500
Sports	December	2019	Hockey Field (Ground) FOP 3	8	9	FOP 3		3000
Sports	December	2019	Cricket Field	0	1	Cricket Field		500
Sports	December	2019	Hockey Field(Ground) FOP 1	8	9	FOP 1		3000
Sports	December	2019	Hockey Field FOP 2; Hockey Field FOP 3	4	5	FOP 2	FOP 3	2000
Total estimated attendance (for 2017-18, 2018-19, 2019-20)								39100
Average total attendance per annum (A)								13033
Total Capacity FOP1								20000
Total Capacity FOP2								2500
Total capacity (B)								22500
WSI for MDCNS (A/B)								0.6
* Attendance estimates have been taken based on level of tournament and discussions/understanding received through SAI stadium staff and our network of industry professionals								



Annexure 15: Proposed professional team for planning and implementation of concepts

Planning and Consultancy Program Management Unit (PMU)			
Sr. No	Particular	Experience Levels	KRAs
1	Principal Consultant (Program Lead)	8-10 yrs	1] Creating RFPs for Outsourcing 2] Liasion with various agencies for Infra dev / upgrade 3] Plan website, PR, Media stratgy including Social media - Agency Hiring 4] Finance & Budget tracking 5] Evaluation of prospective outsourcing partners for Academies, Incubators, Events, club management etc 6] Finalising execution & monitoring matrices
2	Senior Consultant - Operations & Media Planning	5-7 yrs	
3	Senior Consultant - Infrastructure & Outsourcing Deve	5-7 yrs	
4	Constultant - Media, Branding in the stadium : strateg	2-4 yrs	
5	Consultant - Liasioning	2-4 yrs	
# The team would report into Director General/Secretary SAI			
Project Execution Team - PMU			
Sr. No	Particular	Experience Levels	KRAs
1	Team Leader	10+	1] Drive Memberships 2] Reach out to schools, corporates, events agencies for selling space 3] Work closely with Academies to drive revenues 4] Facility maintenence monitoring 5] Driving presence in Media especially social media 6] Web site updation 7] Tracking revenues 8] Vendor / Partner relationships
2	Manager - Revenue	6-8 yrs	
3	Manager - Relationship & Operations	6-8 yrs	
4	Agency for Media & Communications	Junior level	
Driving presence in Media especially social media			
# Team would report to Secretary/Deputy Director SAI and would work closely with Administration team of the stadium			



Annexure 16: Potential private partners for turnkey outsourcing for organizing events in MDCNS

Sr. No	Name	Location	Website
1	Innovative Ideaz & Events Pvt Ltd	New Delhi	www.innovativeideaz.com
2	Creative Inc	New Delhi	www.creative-inc.in
3	Show Makerz	New Delhi	www.showmakerz.com
4	Global Nexus	New Delhi	www.globalnexus.biz
5	Country Wide Events	NEw Delhi	www.countrywideevents.in
# All the above companies have been in busienss for over a decade atleast and most of them have worked			



Annexure 17: Responsibility matrix – private partner & government – in concepts to be implemented

Sr. No	Concept	Funding & Operation Model	Role of Govt	Role of Partner
1	Community Sports Complex	Outsourced	a) Build a team for Planning and kick starting the concepts and subsequently Managing operations - KPI based b) Hire an agency to build, maintain & promote the stadium facilities through website, social media & build PR c) Maintenance of Swimming Pool d) Development, Maintenance, Fee Collection of 3-in-1 arena e) Registration, Collection & Storage of Membership fees & data f) Kids Gym area to be developed on Upper basement g) Area around Swimming pool to be demarcated for Open Area Cafe + Retail. h) Develop civil structure for a sports restaurant in the area @ Bajri ground i) Building structure for Gym & Spa near Kabaddi Ground & Gate no.4 j) Development of a Walking Track + Open Gym near Gate no.6 k) Maintenance of all stadium venues, FOPs l) Collection of Lease / rentals from Partner m) Work out special members rates for each outsourced facility n) Provide for basis amenities like water, electricity to each partner	Partner 1 : Manpower Agency a) Manpower for record keeping in 3-in-1 arena b) Deploy trianer and manage operation of Kids Gym area Partner 2 : Gym & Spa a) Develop the structure provided with equipments, trainers, masseurs on chargeable basis. Membership rates to be worked out with Govt b) Lease / Rental payment to Govt Partner 3 : Cafe & Restaurant For 3 cafe's / restaurants, @Bajri Ground - Sports theme restaurant, @Terrace Upper Basement - Rooftop Cafe, @Swimming pool - Open Cafe a) Design, develop & operate all 3 Cafe's/ Restaurants b) Lease / Rental Payment to Govt Partner 4: Sports & Non Sports Event Bookings a) Drive booking for various spaces / FOPs for sports and events with Corporates, Schools, HNIs etc. b) Booking will be done directly through stadium and a commission would be given to partner against each booking against invoice
2	Sports Academies	Outsourced	a) Build & Develop Badminton hall, TT Hall with tables, Archery Range, Shooting Range b) Upgrade, wherever required - hockey (fop3), cricket, tennis, fencing & combat zone with basic mats / flooring on upper basement c) Collections based on revenue sharing model for each of the academies d) Maintenance, Cleaning of each of the academy area, provide basic facilities like electricity, drinking water, toilets & general house keeping	a) Provide equipments like Shuttles, Balls, Stumps, Pistols, Rifles, Palets, Fencing gear etc b) Provide quality coaches for each sport to develop talent c) Work out special discounted rates for members d) Keep facility vacant for come & play time e) Keep dedicated space for members to play in case the members do not use academy facility - for.e.g 1 dedicated court for members or 1 table dedicated for members f) Revenue share to be given on a monthly basis as agreed. g) Submission of monthly progress report to Govt on talent development
3	Sport Incubators	Outsourced	a) Upgrade rooms in the upper basement area for making them occupant ready - 15 in numbers b) Provide conference room facility overseeing the FOP1 and make it occupant ready c) Designate areas for reception & information or merchandising	a) Pay a monthly agreed lease to govt for using the space identified b) Ensure Sports start-ups are only invited to the incubation centre c) Regular details of all start ups to be given to govt d) Ensure development of Leadership centre for govt coaches, support staff etc
4	Sports Museum	PPP	a) Build structure for Museum in between FOP 1 & 2 b) NCOE to give time slots for interaction with public and also giving access to some training sessions for school tours etc	a) Technology investment b) Design and ambience c) Display and stories d) Memorabilia development e) Collection through ticket sales / donations / study tours etc



Annexure 18 : Facilities and fee structure of academies/clubs in vicinity of MDCNS

Club Name	Location	Facilities	Fee structure
NSCI- Delhi	CP	Tennis Court Squash Court Olympic size swimming pool 2 Restaurants Pub Gym Ice crea Parlour Children Play area	Rs.11.75 lacs Facilities for only members
Winner Sports Academy	Mayur Vihar	Cricket club	Not Available
PS unbreakable Sports club	Patparganj	Fitness Centre, Yoga, Taekwondo	Rs.2000/- per month
Mishra Sports Club	Anand Vihar	Cricket Academy	Not Available
Collage Sports Club	Chankyapuri	Cricket Academy	One time Rs.5000 registration Monthly Rs.3000/-
Vinsanity Sports Academy	Chirag Enclave	Basketball Academy	Not Available
BNPS Sports Academy	Ram Vihar	Basketball, Cricket, Taekwondo, Soccer, Skating	3 days a week Rs.2000/- registration Rs. 1000/- for sport per month
RSA Football academy	Green Park	Football	Rs.1500/-
24 SAPL Tennis Academy	Moti Bagh	Tennis	Not Available
Sriker Sports Academy	Indirampuram	Cricket, Badminton	Rs.500/- per hour Rs.3000-5000/- per month for coaching
Sudeva Residential Football school	Civil Lines	Residential Football school	Not Available
Team Roshan Sports Promotion	Civil Lines	Boxing & Kick boxing training	Not Available
Ranger Sports Club	Amedbkar Stadium	Football -Professional training	Not Available
Jatayu Motor sport	Rohini	Motor Sports	Not Available
Hoonar Basketball academy	Gole Market	Basketball academy in Navyug school	Rs.1000/- per month
Govt Cricket Academy	Geeta Colony	Cricket Academy	Rs.500/- per month
Surjit Singh Badminton Academy	Patparganj	Badminton coaching	Rs.2000/- per month
YMCA Gym	Jai Singh Marg	Gym & Fitness Centre	Rs.2050/- per month
Tiger Cricket Club	Laxmi Nagar	Cricket club	Not Available



Annexure 19: Suggested outsourcing & development for potential useful areas in MDCNS

Number	Area/Space description	Suggested Implementation Options (Option 1)	Recommended Model	Expected Cost (INR) in lacs to SAI
1	Open area between FOP I & II	Sports Museum	PPP	1500.00
2	Open space at gate no.2 & 2A (Bajri ground)	Badminton indoor hall with at least 8 courts + Shooting Range + Sports Theme Restaurant, Souvenir retail complex, Giant Chess	Badminton & Shooting Outsourced - Built by SAI and operated by Partner Sports Theme Restaurant Outsourced - Bareshell	262.00
3	Back side gym (FOP 2)	Sports Science, physio, rehab center	In house - build & operate	100.00
4	Outer area of Kabaddi Ground	Gym & Spa	Outsourced - Bareshell	90.00
5	Open space in front of Tennis Courts upto gate no.4 (Between FOP 1 and tennis court)	3-in-1 arena (Futsal/ Box Cricket / Jorky Ball)	In house - build & operate	45.00
6	Upper Basement Areas for Sports Incubator	Incubation/coworking	Outsourced - Built by SAI for leasing and operated by Partner	35.00
7	Roof of retention tank	TT Hall - Academy	Outsourced - Built by SAI and operated by Partner	25.00
8	Press conference room (second row from Heritage Building)	Kidz Gym	Outsourced - Built by SAI and operated by Partner	12.00
9	Behind retention tank	Walking Track + Open Gym	In house - build & operate	10.00
10	Kabaddi Ground	Mini Archery Range	Outsourced - Bare shell	10.00
11	Dope controls + reception wait area (first row from Heritage Building)	Fencing	Outsourced - Built by SAI and operated by Partner	5.00
12	Sport presentation room (back side right wing of heritage building, overseeing FOP1)	Cafeteria - Incubation / coworking	Outsourced - Built by SAI for leasing and operated by Partner	5.00
13	Media lounge (near Sports presentation room)	Conference/meeting rooms - incubation / coworking	Outsourced - Built by SAI for leasing and operated by Partner	5.00
14	Press Work Area (first row from Heritage Building)	Combat zone	Outsourced - Built by SAI and operated by Partner	2.00
15	VIP Lounge	Waiting/meeting lounge	Upgrade - Facelift	2.00
16	Terrace (Right Side)	Rooftop restaurant	Outsourced - Bareshell	0.00
17	Area around swimming pool (between FOP1 and Swimming pool wall?)	Swimming related retail	Outsourced - Bareshell	0.00
18	Area along Swimming Pool Boundary Wall	Open air cafeteria and eateries	Outsourced - Bareshell	0.00
19	Terrace (Left side)	Kids Play Area	Outsourced - Built by SAI and operated by Partner	0.00
	Total			2108.00

- Facilities like Gym & SPA, cafeteria, eateries, restaurants, etc. should be provided as a 'bareshell' structure and leased to private partners
- Leasing for these could be provided for 2 years on a renewable basis or through sub-leasing by turnkey service provider for community sports complex
- Academies should be outsourced to coaches/organization with good reputation on a 3 year revenue share model on a renewable basis
- Community sports complex and sports incubation/coworking center should be provided on a lease for a relatively longer period (say 5-10 years) for them to become more sustainable

