Institute of Management Technology
Ghaziabad, Delhi NCR

FICCI

POSITIONING UTTAR PRADESH AS A GLOBAL SPORTS GOODS MANUFACTURING HUB



Policy, Potential, and Pathways

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ACKNOWLEDGMENT

With profound gratitude and a deep sense of fulfilment, I present this white paper, “Positioning Uttar Pradesh as a Global Sports Goods Manufacturing Hub: Policy, Potential, and Pathways.” Its insights and recommendations are the product of months of dialogue, deliberation, field engagement, and collective aspiration—and it would not have been possible without the generous support, guidance, and contributions of many individuals and institutions.

First and foremost, I wish to thank Dr. Atish Chattopadhyay, Director of IMT Ghaziabad, whose visionary leadership and unwavering encouragement turned this concept into reality. Under his stewardship, IMT Ghaziabad has not only set standards in management education but has also emerged as a beacon for sports research and social impact.

I am deeply grateful to the Government of Uttar Pradesh—particularly the Divisional Commissioner of Meerut Division and the General Managers of the District Industries Centres in Ghaziabad and Meerut—for their proactive engagement, invaluable administrative support, and shared commitment to industrial transformation and grassroots empowerment.

My heartfelt appreciation goes to FICCI and the FICCI Sports Department, especially Mr. Manish Ahuja , Mr. Anirban Chatterjee, Mr. Pranav Yadav. Their strategic inputs, domain expertise, and steadfast partnership throughout research, stakeholder mapping, and policy drafting have enriched this white paper immensely.

I would also like to extend special thanks to Mr. Ashok Kumar Dhyanchand and Ms. Rachna Govil—stalwarts in Indian sports administration—whose insights and commitment lent credibility, depth, and vision to our collective endeavour.

I remain indebted to all participants of the Round Table Discussion held on April 8, 2025, at IMT Ghaziabad. Your candor, experience, and on-the-ground perspectives form the very heart of this report.

A note of sincere thanks to Prof. Nivisha Singh for her expert moderation, ensuring every voice was heard and every idea rigorously examined.

Finally, I cannot overstate my gratitude to my colleagues—Vinay Rawat and Ann Matthew—whose tireless efforts in data gathering, trend analysis, stakeholder coordination, and visual design are woven into every page of this document. To everyone who reviewed drafts, offered feedback, or opened doors along the way: thank you.

This white paper is not an endpoint but a starting point. It marks the beginning of a shared journey—among academia, government, and industry—to position Uttar Pradesh on the global map of sports-goods manufacturing. May our collective resolve and collaboration turn these pathways into progress.

With gratitude and resolve,

Dr. Kanishka Pandey
Faculty and Head- Sports Research Centre
IMT Ghaziabad
Chair
FICCI Sports Sub Committee – UP Chapter

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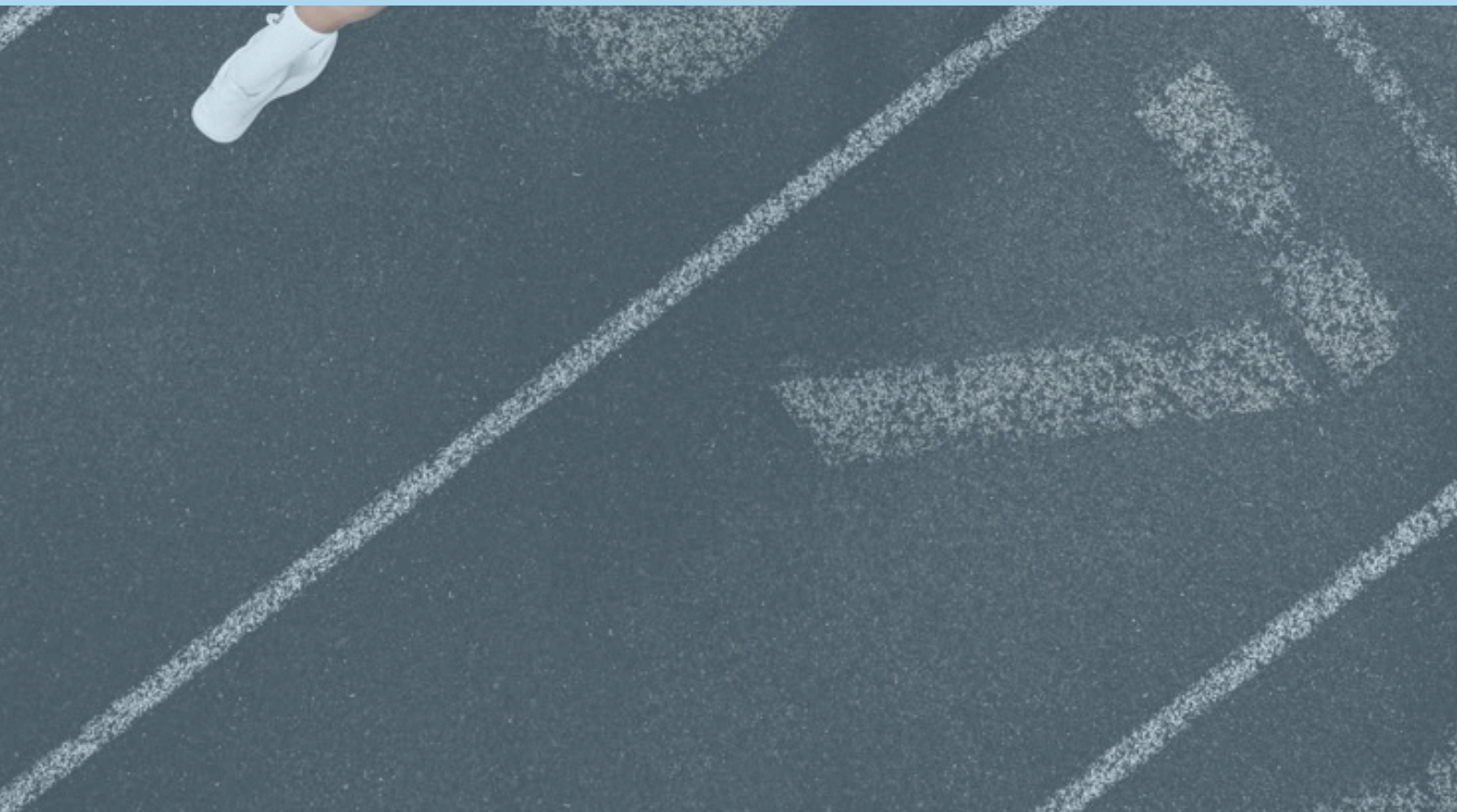
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EXECUTIVE SUMMARY



BRIEF OVERVIEW OF THE WHITE PAPER

This white paper, titled "Positioning Uttar Pradesh as a Global Sports Goods Manufacturing Hub: Policy, Potential, and Pathways", presents a comprehensive examination of India's sports manufacturing sector with a primary focus on Uttar Pradesh (UP)—particularly the city of Meerut, which already contributes over 40% of India's sports goods exports. The document traces the historical evolution, assesses the current industry landscape, analyses global benchmarks such as China's PPP-driven model, and provides strategic recommendations for scaling UP's position in the international sporting goods economy.

The white paper takes a multi-stakeholder approach, informed by insights from manufacturers, policy advisors, industry associations, academia, and government representatives—especially those gathered during the Round Table Discussion on Sports Goods Manufacturing in Meerut, jointly organized by IMT Ghaziabad and the FICCI Sports Committee – UP Chapter.

Grounded in economic data, policy analysis, and market research, this document serves as a blueprint for the modernization, formalization, and global integration of UP's sports manufacturing sector. It recognizes that the future of Indian sports is not only on the field but also in the factories, workshops, and innovation centres that support athletic excellence.

KEY CHALLENGES IDENTIFIED

The white paper identifies several structural, operational, and policy-level challenges currently inhibiting the full potential of Uttar Pradesh's sports manufacturing ecosystem:

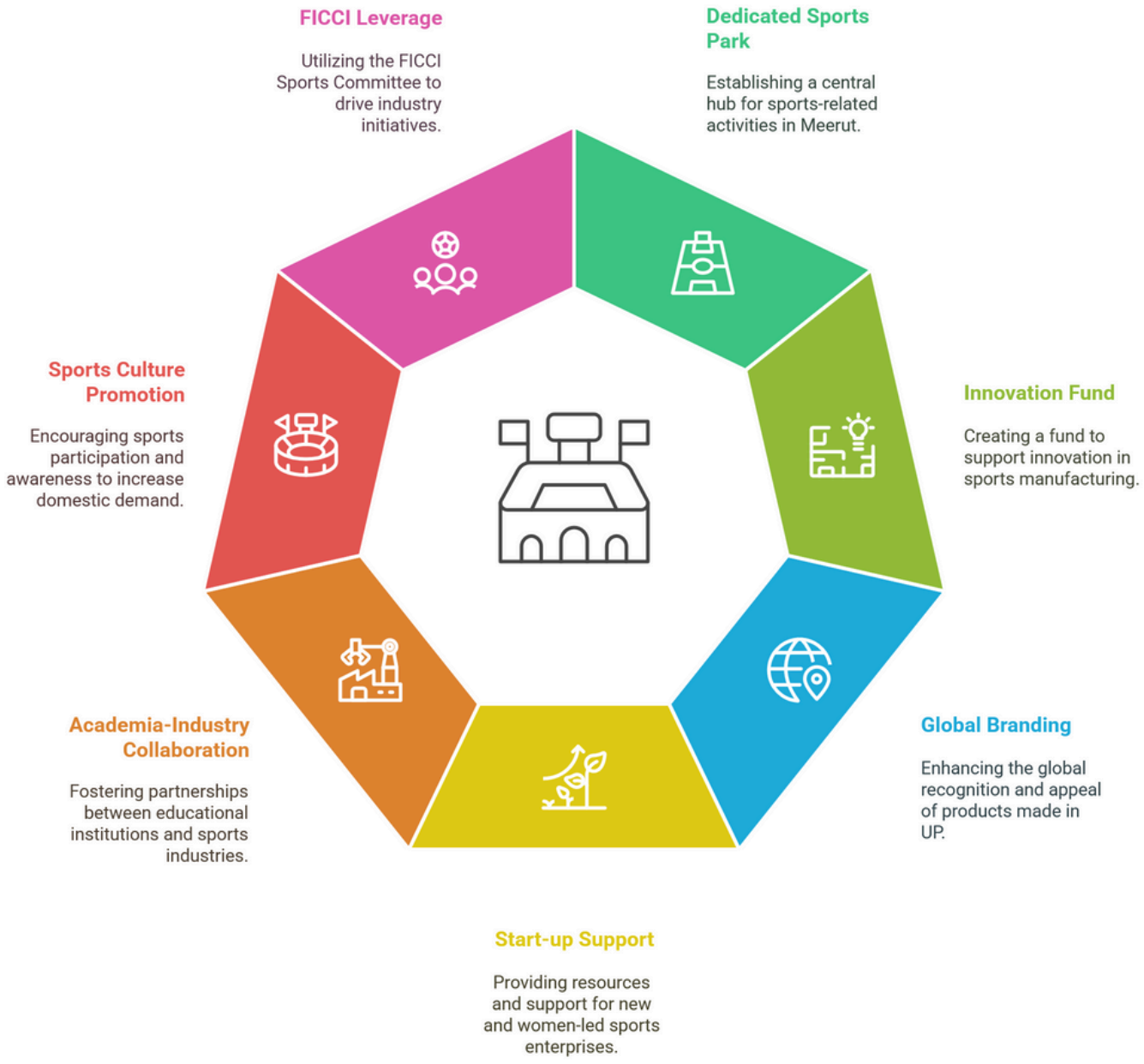
Key Challenges Identified



These challenges underscore the urgent need for a targeted, sector-specific policy framework that recognizes the economic, cultural, and export potential of the sports manufacturing industry, especially in Uttar Pradesh.

MAJOR RECOMMENDATIONS

To transform Uttar Pradesh—particularly Meerut—into a globally competitive sports manufacturing hub, this white paper presents a strategic set of recommendations across policy, infrastructure, innovation, and capacity building. These recommendations are based on in-depth research, stakeholder input, and global best practices such as China's SLCT (Sports and Leisure Characteristic Town) and PPP-driven industrial models.

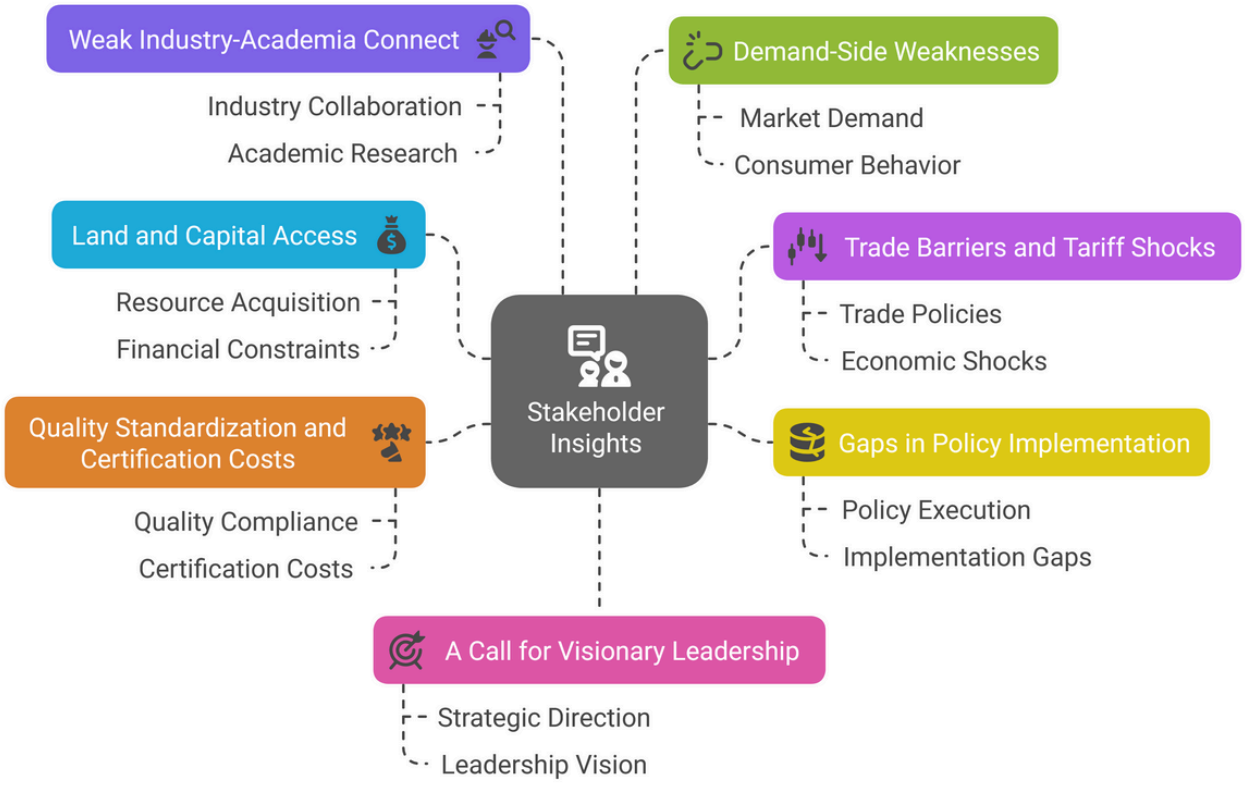


These recommendations, if implemented with vision and urgency, can position Uttar Pradesh as not just India's sports manufacturing engine—but also a respected global supplier of high-quality, affordable sporting goods.

SUMMARY OF STAKEHOLDER INSIGHTS FROM THE ROUND TABLE DISCUSSION

The Round Table Discussion on the Sports Goods Manufacturing Industry in Uttar Pradesh, jointly organized by IMT Ghaziabad and the FICCI Sports Committee – UP Chapter, brought together key voices from government, industry, and academia. The event was attended by veteran manufacturers, export house leaders, policy advisors, sports professionals, and senior representatives from institutions like SG, BDM, Vinex, GMDIC, and FICCI. Their inputs form a critical foundation for this white paper's recommendations.

The discussion illuminated ground realities and emerging priorities, summarized as follows:



Closing Note

This white paper, built upon these powerful insights and decades of industrial experience, aims to not just diagnose the sector's challenges but to chart a bold path forward. It urges policymakers, industry leaders, and institutions to seize this moment of opportunity—to ensure that Uttar Pradesh not only becomes synonymous with sports participation but also with world-class sports goods production and exports.



INTRODUCTION



THE STRATEGIC IMPORTANCE OF SPORTS GOODS MANUFACTURING IN A NATION AND STATE

- Global Context & Economic Significance

  The sports sector has evolved into a multi-billion-dollar global ecosystem, contributing 2–4 percent of total employment in advanced economies such as the US, UK, and Germany. This evolution—from leagues and sponsorships to fitness, events, and equipment manufacturing—offers a blueprint for emerging markets like India to view sports as an economic powerhouse rather than just recreation .

  India's sports economy is nascent but rapidly transforming. High-profile leagues (IPL, ISL, Pro Kabaddi, Premier Badminton League) and the revival of indigenous games (Gilli Danda, Lagori) have professionalized and commercialized sport, unlocking new careers—from athletes and coaches to sports-tech entrepreneurs .

- Industry Legacy & Domestic Production

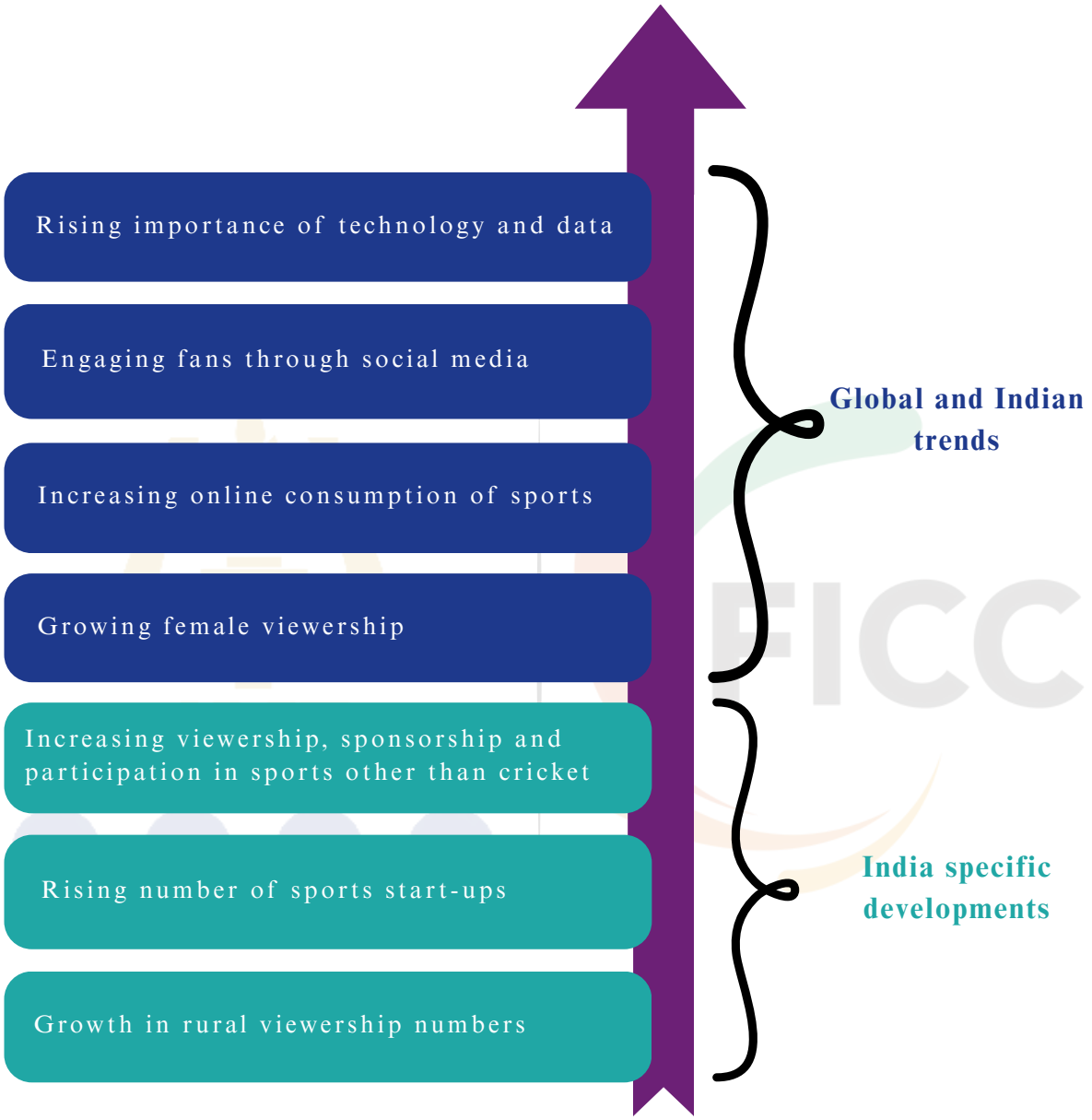
  India's sports-goods manufacturing stretches back nearly a century, built on a labour-intensive, highly skilled workforce. Key clusters in Punjab and Uttar Pradesh (especially Jalandhar and Meerut) account for about 75 percent of national output, producing cricket bats, inflatable balls, protective gear, and fitness equipment .

  In 2012–13, the sector's market value stood at USD 2 billion, projected to grow to USD 3.6 billion by 2015 at 35–40 percent annual growth—driven by rising fitness awareness and infrastructure development .

- Export Performance & Untapped Potential

  India exports roughly 60 percent of its sports-goods output to over 90 countries, led by the UK, US, UAE, Germany, and Australia. Yet, with just USD 0.5 billion in exports (CY22), India captures under 1 percent of the global sports-goods market—highlighting a vast opportunity under Make in India and Khelo India frameworks . Key constraints include limited scale in high-value segments, low domestic penetration of premium brands, and the high cost of international certifications (CE, ASTM, ISO), all of which inhibit India's climb up the value chain .

Key trends driving the market



UTTAR PRADESH'S SPORTS-GOODS CLUSTER DYNAMICS

- Meerut as the Engine of Growth
  - Uttar Pradesh (UP) is home to a demographic dividend—200 million people, over 56 percent in the working age group—and robust educational infrastructure (53 universities, 4,345 colleges, 168 polytechnics, 315 ITIs) that fuels a skilled labour pool.
  - The city of Meerut alone hosts 35,200 sports-goods units (9,878 registered, 3,781 MSMEs), employing over 315,000 people and generating INR 1,500 crore in annual turnover. It accounts for 40 percent of India's sports-goods exports, making it both a domestic powerhouse and a key global supplier.

- Infrastructure & Connectivity
  - UP's strategic position on the Golden Quadrilateral, six functional airports (including Lucknow and Varanasi), and 60 national highways (8,483 km) ensure seamless multimodal logistics. The state lies on 8.5 percent of the Delhi–Mumbai and 57 percent of the Amritsar–Kolkata Industrial Corridors, further enhancing trade advantages.

- Cluster Potential & Policy Support.
  - Under the One District One Product (ODOP) scheme, Meerut's sports goods have been officially designated for targeted marketing, finance, skilling, and export assistance. This recognition paves the way for cluster modernization, including Common Facility Centres (CFCs) for market intelligence, testing, and design support.
  - Despite these strengths, production remains largely informal and dispersed, limiting access to technology, global certifications, and formal financing. Bridging this gap requires formal industrial infrastructure and close industry-academia collaboration.

VISION – MAKING UTTAR PRADESH A GLOBAL SPORTS MANUFACTURING HUB

Foundational Pillars

The white paper articulates a pragmatic, five-pillar vision to transform UP into a global hub:

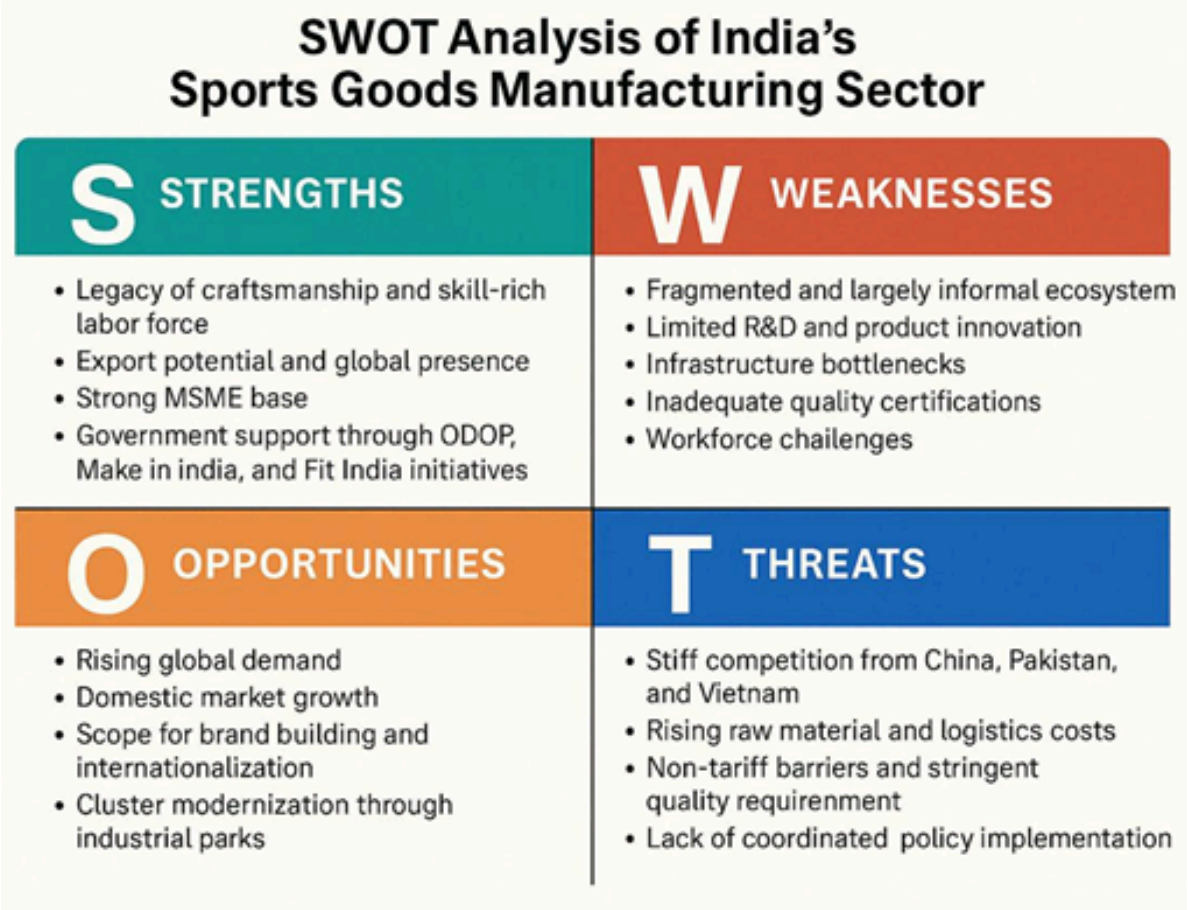
- Infrastructure – Create dedicated Sports Industry Parks (e.g., in Meerut) with plug-and-play units, CFCs, test labs, R&D centres, and integrated logistics leveraging UP's corridor advantage
- Innovation – Forge deep industry–academia partnerships (IMT Ghaziabad, IIT Kanpur, regional universities) to co-develop eco-friendly materials, ergonomic designs, sensor-based wearables, and smart sporting goods.
- Investment – Roll out capital subsidies, SGST reimbursements, interest subventions, and a Sports Manufacturing Innovation Fund to help MSMEs upgrade machinery, secure patents, and achieve global certifications.
- Internationalization – Launch a "Made in UP – For the World" campaign, streamline export facilitation (certifications, customs, packaging), and deploy UP Export Promotion cells to lead trade delegations to key markets.
- Inclusivity – Empower artisans, home-based units, women, and youth through targeted skilling, digital literacy, microcredit, and apprenticeship programs under Start-up India and Skill India

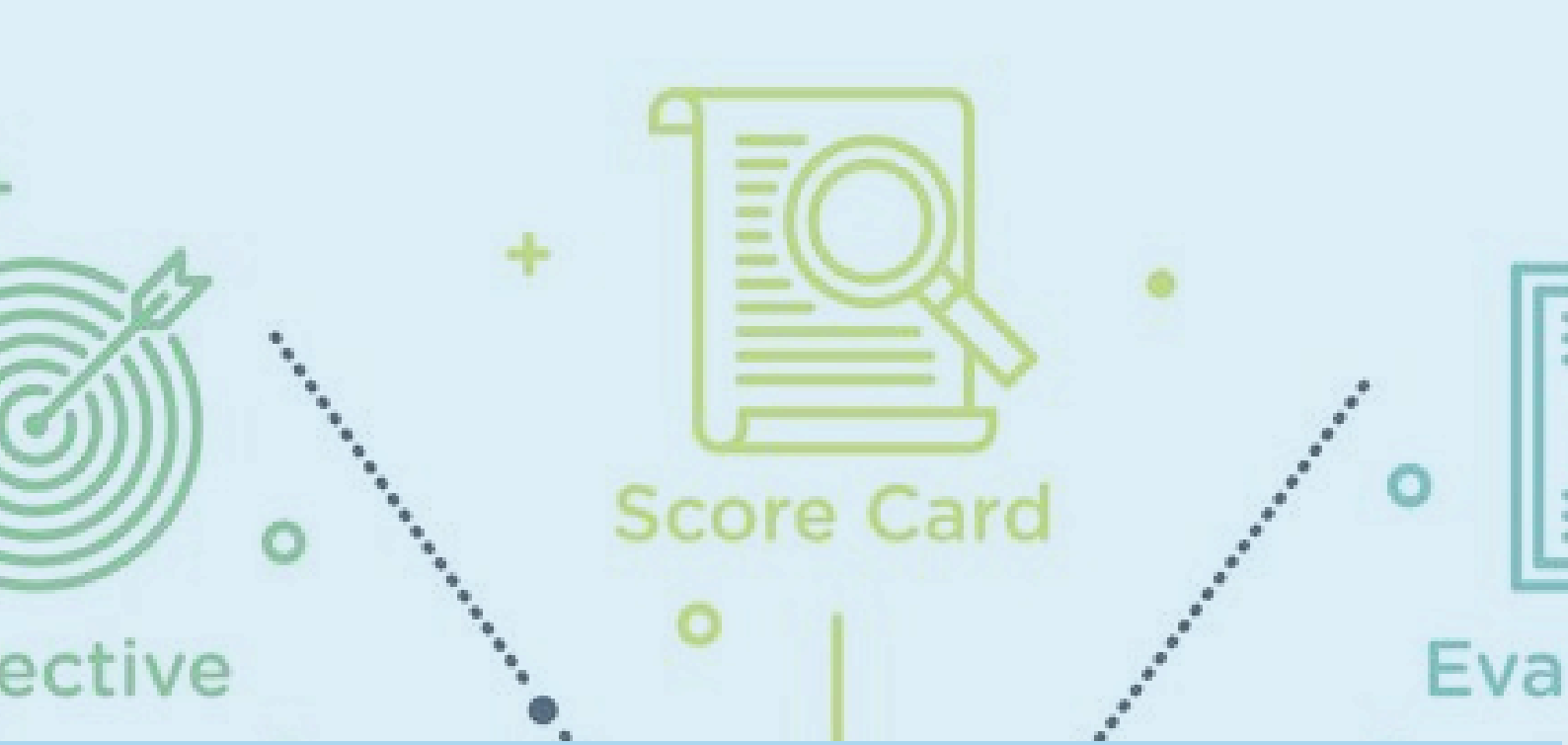
Ecosystem & Governance

- A State Sports Manufacturing Council, chaired by senior leadership, will ensure coordinated policy implementation, monitor progress, and adapt strategies.
- The FICCI Sports Committee – UP Chapter and IMT Ghaziabad's Centre for Sports Research will act as knowledge and advocacy partners, organizing ongoing consultations, white papers, and stakeholder forums to keep the vision on track

Closing Aspiration

- By weaving infrastructure, innovation, investment, international branding, and inclusivity into a single roadmap, Uttar Pradesh can not only supercharge its own economy and employment but also help India ascend as a respected leader in the global sports-goods arena. The transformation is within reach—what remains is collective resolve and decisive action





KEY INSIGHTS FROM THE ROUND TABLE DISCUSSION



LAND ACQUISITION REMAINS A MAJOR BARRIER TO ENTRY AND GROWTH

A recurring theme from the discussion was the prohibitive cost of land acquisition, especially for start-ups and small manufacturers. In emerging industrial clusters like Meerut, land prices have skyrocketed to a point where a disproportionate share of investment is consumed by land purchases, leaving very little capital for crucial aspects such as modern machinery, skilled labour recruitment, R&D, and branding.

Several manufacturers voiced the need for government intervention through subsidised industrial land, plug-and-play facilities, and lease-based models to ease this pressure and stimulate entrepreneurship in the sports manufacturing space.

RISING U.S. TARIFFS COULD THREATEN LIVELIHOODS AND TRIGGER INDUSTRY DISRUPTION

With U.S. import tariffs on sports goods increasing, manufacturers fear a sharp decline in export volumes, particularly to one of their most lucrative markets. This challenge is not merely economic—it carries serious social ramifications.

Meerut's sports goods manufacturing sector alone directly or indirectly supports over 2 lakh families. A significant drop in exports could lead to mass layoffs, labour unrest, and economic instability in the region. Stakeholders unanimously emphasized the need for diplomatic intervention and strategic trade negotiations to mitigate this looming threat.

POLICY MUST EMERGE FROM THE GROUND – WITH STAKEHOLDER INVOLVEMENT

There was a strong consensus that policy-making without on-ground stakeholder participation often results in disconnected, impractical policies that fail to reach or benefit the intended audience.

Manufacturers and experts stressed the need for co-creation of policy through structured consultations, periodic feedback loops, and representation of MSMEs in decision-making forums.

"No policy for us, without us" emerged as a guiding sentiment during the discussions.

HIGH COST OF STANDARDISATION REMAINS A DETERRENT FOR SMALL PLAYERS

Adherence to global standards such as ISO certifications, BIS compliance, and international safety benchmarks is essential for expanding into export markets. However, the high cost of obtaining and maintaining these certifications, especially for small and medium-sized units, has become a major hurdle.

There was a call for financial support, capacity-building programs, and shared testing facilities to reduce the burden of standardisation and level the playing field for emerging manufacturers.

WEAK SPORTS CULTURE UNDERMINES DOMESTIC DEMAND AND INNOVATION

An often-overlooked yet critical insight was the intrinsic link between sports culture and the sports manufacturing industry. Participants pointed out that India's underdeveloped sports culture directly limits the domestic demand for quality sports equipment, which in turn stifles innovation and local growth.

Promotion of sports at the grassroots level, increased investments in school and college sports infrastructure, and nationwide awareness campaigns can create a self-sustaining cycle of participation, demand, and production. A vibrant sports culture is not just a social good—it's an economic imperative.

ABSENCE OF INDUSTRY-ACADEMIA COLLABORATION IS A MISSED OPPORTUNITY

The discussion highlighted a glaring gap: limited or no collaboration between academic institutions and sports manufacturers. In other industrial sectors, academia plays a vital role in research, innovation, product development, and market expansion—a synergy largely missing in the sports goods industry.

By leveraging the capabilities of institutions like IMT Ghaziabad and others, the industry can benefit from new product designs, sustainability research, global market insights, and skill development programs.

Participants emphasized the need to institutionalize this partnership through joint research centers, student internships, innovation labs, and executive training.

A ONE-SIZE-FITS-ALL APPROACH WILL NOT WORK

Finally, it was agreed that regional disparities, product diversity, and market segmentation make a uniform policy ineffective. Different types of sports goods (cricket bats vs. footballs vs. athletic gear) face unique challenges, and so do different business scales (start-ups vs. established brands).

Hence, any government or institutional intervention must be tailored, flexible, and context-sensitive. Policies must reflect the granularity of the sector—only then can real progress be achieved.





STRATEGIC RECOMMENDATIONS



Policy Proposals for the Government of Uttar Pradesh and the Government of India to Strengthen the Sports Manufacturing Sector

- Creating a Sports Manufacturing Innovation Fund
  - Establish a dedicated fund to provide financial assistance for product innovation, process upgrades, and prototyping in the sports goods sector.
  - This fund should offer seed capital, R&D grants, and technology adoption subsidies, especially to MSMEs that lack access to institutional finance.
  - The fund could be administered through a public-private partnership (PPP) model involving FICCI, academic institutions, and state industry departments.
  - A portion of the fund should be earmarked for green technologies, sustainability research, and smart sports equipment innovation.
- Developing a Sports Manufacturing Park/Cluster in Uttar Pradesh
  - Establish a dedicated, integrated sports manufacturing park in key districts like Meerut under the ODOP and PM MITRA schemes, equipped with:
  - Common Facility Centres (CFCs) for testing, packaging, and warehousing
  - Plug-and-play factory units for start-ups and MSMEs
  - Skill training centres and design labs
  - Export facilitation and logistics support
  - This cluster-based approach will ensure economies of scale, reduced production costs, faster approvals, and enhanced competitiveness.
  - The park should be positioned as a national hub for export-ready sports goods, with global branding and government support.

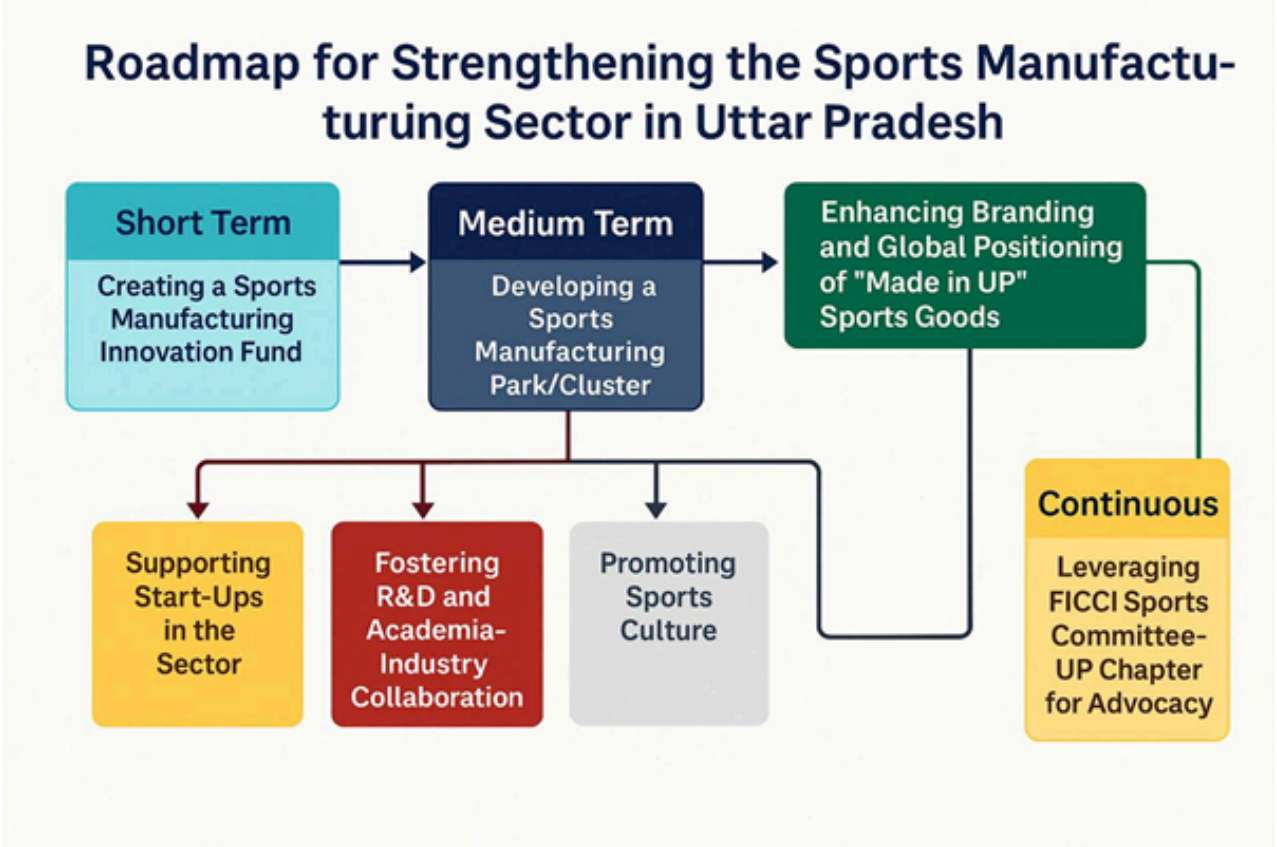
- Enhancing Branding and Global Positioning of “Made in UP” Sports Goods
  - Launch a “Made in UP – Sports Excellence” campaign, showcasing the state’s manufacturing legacy, craftsmanship, and quality.
  - Develop state-level certification and branding standards that align with global expectations and increase buyer trust.
  - Participate in international trade expos, host buyer-seller meets, and build digital platforms to promote UP-based sports brands.
  - Collaborate with influencers, sportspersons, and federations to endorse indigenous products and elevate their visibility.
- Supporting Start-ups in the Sector
  - Include sports manufacturing under Start-Up India and MSME Champions programs with tailored support mechanisms:
  - Credit guarantees and low-interest working capital loans
  - Business incubation and mentorship support
  - Access to design thinking, product acceleration labs, and go-to-market strategies
  - Offer fast-track approvals, tax holidays, and land lease models to make it easier for entrepreneurs to set up units in the sector.
  - Recognize and award innovation-driven start-ups working on sustainability, inclusivity, or community-based sports goods development.
- Fostering R&D and Academia-Industry Collaboration
  - Institutionalize collaborative research projects between manufacturers and universities (e.g., IMT Ghaziabad, IITs, NIFT, NSNIS).
  - Encourage joint patents and technology transfer frameworks, allowing academic breakthroughs to reach the factory floor.

- Set up sports innovation hubs that focus on material sciences, biomechanics, wearable tech, and athlete-centric design improvements.
- Launch government-supported fellowships and internships that place students in sports goods factories to work on real-time challenges.

- Promoting Sports Culture to Fuel Domestic Demand
  - Integrate compulsory sports education, sports and physical literacy into school curricula across UP.
  - Develop community sports infrastructure—mini-stadiums, local leagues, public training grounds—to build grassroots participation.
  - Support and sponsor district and block-level sports festivals, creating visibility and aspiration among youth.
  - Link local manufacturing with local use: schools, colleges, and training centres should be encouraged to procure locally made sports equipment.
  - Leverage media campaigns and athlete ambassadors to make sports a lifestyle—not just a career or competition.
- Leveraging FICCI Sports Committee – UP Chapter for Continuous Advocacy
  - Position the FICCI Sports Committee – UP Chapter as a permanent advisory body to the Government of Uttar Pradesh on all matters related to sports industry development.
  - Facilitate regular stakeholder consultations, white papers, and policy dialogues involving manufacturers, federations, academic experts, and bureaucrats.

- Use FICCI's reach to connect UP manufacturers with international buyers, brands, and institutions, helping them scale and expand.
- Act as a knowledge partner in cluster development, skilling programs, and benchmarking studies to maintain momentum in the sector.

These strategic recommendations are aimed at building an ecosystem—not just an industry. By combining infrastructure, innovation, identity, and inclusion, Uttar Pradesh can position itself as a global leader in sports goods manufacturing, empowering both its economy and its youth.



ESTABLISHING A SPORTS INDUSTRY PARK IN MEERUT – BUILDING THE FUTURE OF INDIAN SPORTS MANUFACTURING

A NEW INDUSTRIAL VISION FOR INDIAN SPORTS MANUFACTURING

India is at the cusp of transforming into a global sports manufacturing powerhouse—and Meerut, with its rich legacy, skilled workforce, and established industrial base, stands at the heart of this opportunity. However, despite contributing significantly to India's sports goods production and exports, the region is plagued by infrastructural limitations, fragmented clusters, and lack of integrated policy support.

To unlock Meerut's full potential and position it on the global map, we propose the establishment of a dedicated Sports Industry Park—an integrated, tax-incentivized, and innovation-driven industrial zone exclusively for the sports sector.

Why Meerut

- Meerut is home to over 35200 sports goods manufacturers, including global exporters like SG, BDM, and SG.
- The industry supports over 3 lakh livelihoods, making it a vital employment engine in Western Uttar Pradesh.
- Designated under the One District One Product (ODOP) initiative for sports goods.
- Strategic proximity to Delhi-NCR and international logistics hubs (rail, road, and air connectivity).
- Presence of skilled artisan communities and generational knowledge in sports craftsmanship.

Key Objectives of the Sports Industry Park

- Consolidate and formalize the fragmented sports goods industry.
- Provide world-class infrastructure and common services to boost productivity.
- Reduce cost burdens through cluster-based economies and tax benefits.
- Attract investment, promote exports, and support start-ups and innovation.
- Facilitate industry-academia collaboration and workforce upskilling.

Impact



New Jobs Created
Expected to generate 8,000–10,000 jobs

Sports Goods Export Growth
Anticipated to double in exports

MSMEs Formalised
Aiming to formalise over 300 MSMEs

Export Revenue
Projected to exceed ₹2,000 crore

Women's Employment
Striving for women to represent 20%+ of the workforce

Start-ups Incubated
Planning to incubate more than 50 start-ups

Governance and Stakeholder Roles

- Government of Uttar Pradesh
  - Land acquisition, policy incentives, infrastructure development.
  - ODOP integration, state-level marketing and branding.
- FICCI Sports Committee – UP Chapter
  - Policy advocacy, continuous stakeholder engagement, cluster advisory.
  - Hosting annual expos, delegations, and white paper reviews.
- IMT Ghaziabad – Centre for Sports Research
  - Knowledge partner for research, monitoring, and innovation.
  - Support in skill development, academic collaboration, and impact assessment.
- Private Sector & Manufacturers
  - Co-investment in shared facilities.
  - Active participation in curriculum design and internships.
  - Scaling of production and exports.

The Sports Industry Park in Meerut is not just a policy initiative—it is an opportunity to revolutionize India's presence in the global sports economy. By integrating infrastructure, incentives, innovation, and identity, this park will serve as a blueprint for future sector-specific industrialization in India.

With active state support, industry participation, and academic guidance, the park can become a national pride project—making Meerut the hub and elevating the entire sports manufacturing landscape.

Formation of a State-Level Task Force on Sports Goods Manufacturing

To ensure the sustained growth and global competitiveness of the sports goods manufacturing sector in Uttar Pradesh, it is proposed that the Government of Uttar Pradesh constitute a dedicated Task Force on Sports Manufacturing and Export Promotion.

This Task Force should serve as a strategic advisory and implementation oversight body, bringing together key stakeholders from industry, academia, and policy circles. It is recommended that the Task Force be composed of:

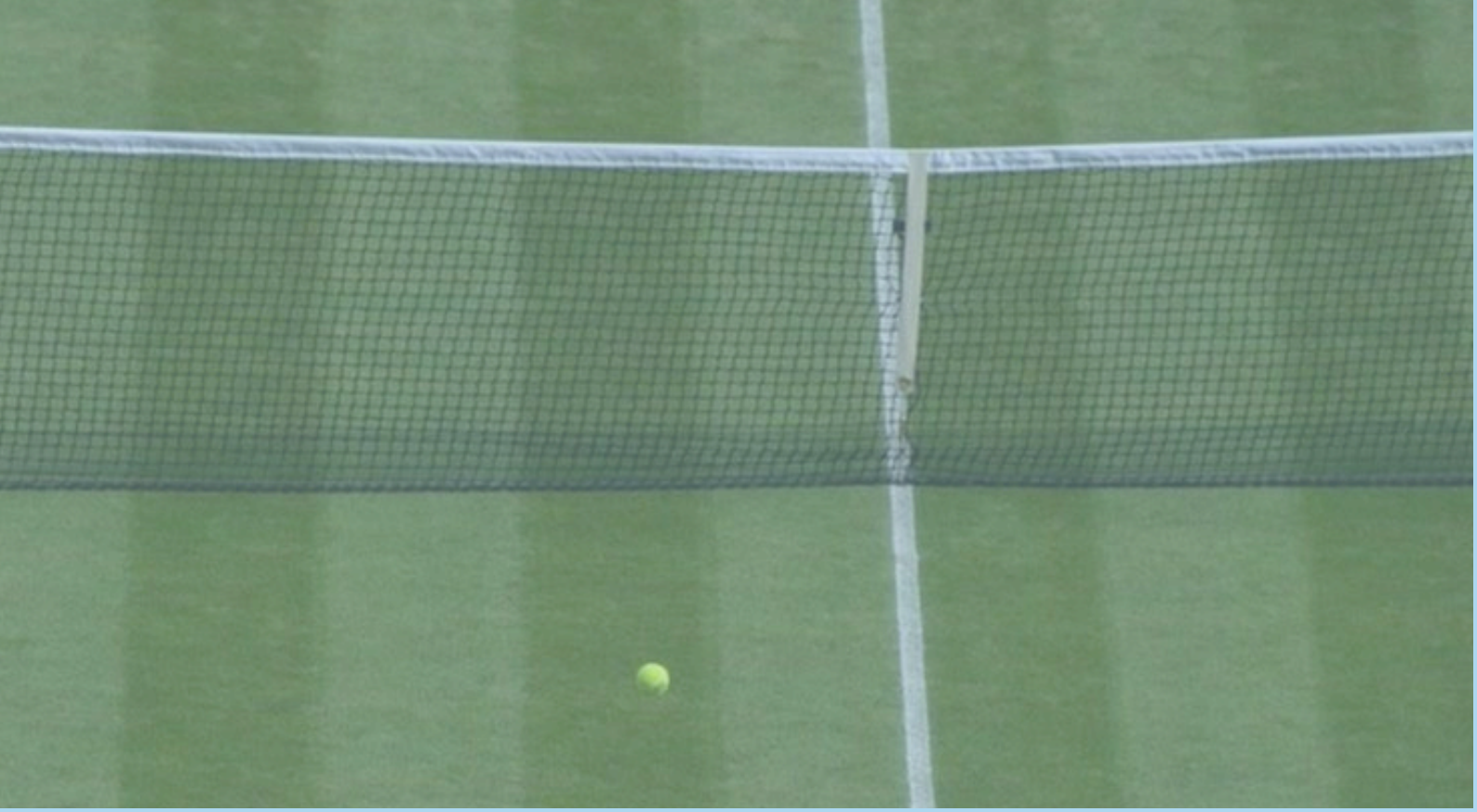
- Senior representatives from FICCI Sports Committee – UP Chapter
- Leading academic institutions such as IMT Ghaziabad, IIM Lucknow, IIT Kanpur.
- Veteran sports goods manufacturers and exporters from clusters like Meerut.
- Representatives from the Department of MSME, Skill Development, and Industrial Development
- Export Promotion Council and relevant bodies under the Ministry of Commerce

The mandate of the Task Force would include:

- Policy consultation and coordination to align state schemes with industry needs
- Identification of cluster-specific challenges and solutions
- Roadmap development for the proposed Sports Industry Park and associated infrastructure
- Facilitation of research, skilling programs, and technology adoption

- Monitoring and enabling certification access, export facilitation, and branding initiatives
- Hosting annual State Sports Manufacturing Conclaves and global outreach events

By institutionalizing this Task Force, Uttar Pradesh will ensure that sectoral development is consultative, accountable, and forward-looking, creating a dynamic public-private-academic alliance to steer the state toward becoming a global hub for sports goods production.



CONCLUSION



Uttar Pradesh is uniquely positioned to become the global epicenter for sports goods manufacturing. With a legacy of craftsmanship, a skilled workforce of over 3 lakh, and strong logistical infrastructure, the state already contributes 40% of India's sports goods exports. Yet, this sector remains underrecognized and under-leveraged.

This white paper calls for structured and strategic action. The proposed roadmap includes establishing a state-of-the-art Sports Industry Park in Meerut to consolidate manufacturers and boost formalization, along with a Sports Manufacturing Innovation Fund to modernize MSMEs and facilitate global certifications. However, infrastructure alone isn't enough —systemic transformation requires policy coherence and collaborative governance.

A dedicated State Task Force is recommended to steer implementation, resolve bottlenecks, and align efforts across stakeholders. Academic institutions like IMT Ghaziabad can play a pivotal role as research and skilling anchors, while FICCI's Sports Committee – UP Chapter can serve as an advocacy and industry interface, ensuring ground realities shape policy decisions.

The white paper outlines a phased strategy—from short-term capacity building and consultations, to mid-term policy execution and park development, and finally long-term goals like export expansion, digital transformation, and global brand positioning.

Ultimately, this is more than an economic shift—it is a symbolic one. India must now be known not only for its athletes but also for its sports goods makers. With clear vision, institutional commitment, and collective will, Uttar Pradesh can lead this transformation. The time to act is now—and this white paper is the blueprint.

The time to act is now. And this white paper is the first step.



FEW GLIMPSES




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DISCUSSION




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ROUND TABLE
DISCUSSION 2025
CHALLENGES
OPPORTUNITIES
THE ROAD AHEAD
Focused on the Sports Manufacturers, Exporters and related Industries of Uttar Pradesh
Jointly organized by
FICCI Sports Committee and IMT Ghaziabad
08/04/2025
TIME : 10:30 AM
VENUE: IMT GHAZIABAD




FICCI
ROUND TABLE
DISCUSSION 2025


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