CHAPTER 5
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. SUMMARY

Sport is a metaphor for life. This statement captures the widespread belief that sport participation is beneficial for youth because it promotes their capacity to deal with life’s challenges. However, respective research results have been equivocal and youth sport theorists warn that various factors will determine whether participating in sport will have positive or negative effects for youth. As Petitpas, Cornelius, Van Raalte, and Jones (2005) note, sport can provide a wonderful forum for youth to learn about themselves and to acquire skills that can assist them throughout life, whereas, other researchers such as Gianoddy (2008) supported that sports can create a negative environment that may have a detrimental effect on participants’ self-esteem, confidence and physical self-efficacy. Therefore, it is probably not the mere participation in sport that enhances positive development but the individual’s experience in sport that may be the critical factor.

By nature human beings are competitive and aspire for excellence in every given field. Sports are not an exception for the individuals only but nations also want to show their supremacy in the field of sports such as friendly rivalry has inspired, and motivated all to sweat and strive, to run faster, jump higher and throw further and exist greater strength, endurance and skill in the competition arena. Participation in sports and games in the contemporary times has become more competing with the developed scientific knowledge, skill and methods, along with equipments and applied research in the field, disciplines envisaging vital alternations to our sedentary lifestyles. Life and living here progressed in different fields with technological innovations and one finds oneself living in society, facing challenges at every step. In sports, challenges are faced particularly when a nation’s performance in the field of sports needs more attention for a respectable position in international competition.

Historically in the global context, Sports is an industry that has rapidly grown and evolved, positively impacting the overall GDP growth in numerous countries.
There are enormous opportunities for further industry participation. However there are challenges in attracting investment into sport. To ensure positive participation by India’s private sector beyond mere Corporate Social Responsibility (“CSR”) related investments, the time is ripe for sports in India to be recognized as an industry. This would in turn assist in transparency, sophistication, professionalism, accountability, regulation, and growth.

The changing face of sports has greatly invited a need of high quality infrastructure and facilities for the sportspersons from different sports for better and enhanced results, which has lead to the development of a specialized market to be concerned about the growing needs of various sports equipments and infrastructure of high quality.

Sports Goods industry in India is more than a hundred years old. Indian sports goods industry has its roots in Sialkot, Pakistan. During the partition of British India into India and Pakistan during 1947 many Hindu artisans moved from Sialkot, Pakistan, traditionally a major centre of the sports goods industry, to Punjab in India. The Mahashak, the traditional stitches’ community, started living in the districts of Jalandhar, Batala and Ludhiana. The Mahashak of Jalandhar and Batala are still engaged in ball stitching. Jalandhar has grown as the major centre of India's sports goods industry. Meerut in Uttar Pradesh is the second and Gurgaon in Haryana is the third largest clusters of sports goods manufacturing.

The biggest sports goods market of Indian Sub-Continent holds the possession in Jalandhar, Meerut and Gurgaon, which have been considered to be the hubs of the imports and exports of the sports goods materials in India. The literature have reviewed that the role of Small Scale industries in these areas can never be under estimated, as they play the major role in holding up together the sports market in India.

The small and medium enterprises today constitute a very important segment of the Indian economy. The development of this sector came about primarily due to the vision of our late Prime Minister Jawaharlal Nehru who sought to develop core industry and have a supporting sector in the form of small scale enterprises. SMEs
sector has emerged as a dynamic and vibrant sector of the economy. The Indian economy is expected to grow by over 8 per cent per annum until 2020 and can become the second largest in the world, ahead of the United States, by 2050, and the third largest after China and the United States by 2032. The turnaround in manufacturing and other sectors, which has occurred in the face of increased global competition, is due to improved efficiency following the various policy reforms in recent years. Small and medium enterprises (SMEs) constitute 6 per cent of GDP, 34 per cent of national exports and account for the employment of more than 30 million people.

The sports goods industry cluster of Jalandhar is a classic example of transplanted cluster, where a major segment of an existing cluster shifted lock, stock and barrel (here the entrepreneurs, the workers and even the suppliers) to a new location due to some extraneous reasons (here political). The origin of the sports goods industry in India can be traced back to Sialkot (Now in Pakistan), which was the sports goods production centre in pre-partition days. The birth of the modern sports goods manufacturing industry can be traced back to the turn of this century in the North-West region of pre-1947 India. The sports goods industry had to wait for nearly half a century after the birth of railways as the modern sports became known, even to the Indian elite, only after the British influence on Indian Society increased.

Sports Goods Industry has remained not only one of the important livelihood avenues but has also been the savior of various traditional skills that have been inherited by the workers over generations. The unique and high-skill oriented processes for the production of exquisite sports products helped the industry to survive the onslaught of automated production systems. Further, a protifarik boost was given by the United Nations Industrial Development Organization (UNIDO), an agency of the United Nations with the mission of helping countries pursue sustainable industrial development, it is a specialist in industrial affairs.

At presently the UNIDO is working on the development of the cluster of Jalandhar, which is one of the biggest sports market in India, whereas on the other hand Meerut being another important venue for sports marketing has explored and
gained enormous appreciation in the field of sports marketing. Without extraneous support from the UNIDO for its sustainable growth and development by adopting new ideas and technological innovations, new business creation and stimulating networking between international partners. The research scholar has initiated the present research work to have a survey of the sports goods industries of India and the dynamic factors promoting them, the scholar has also worked on having a glance on the support system of UNIDO CDP in assisting the SME’s.

The study was done with the objectives of assessing the factors promoting the development of sports goods industries in India. For the very purpose Firstly, by applying simple random sampling a total of 60 sports goods industries were selected from the clusters of Jalandhar and Meerut (i.e., 30 + 30). Secondly, from the selected industries, one Administrator/Manager/Director was chosen who was authorized to respond on behalf of the industry. The selected industries were chief products and exporters of supplies, equipment and sports kit.

SMEs, which constitute more than 90% of total number of industrial enterprises, are now facing a tough competition from their global counterparts due to liberalization, change in manufacturing strategies, technological changes, and turbulent and uncertain market scenario. This contribution is despite the sector being exposed to intensified competition since liberalization of Indian economy in 1991. Small industry including the sports industry in India has been confronted with an increasingly competitive environment due to liberalization, the formation of the World Trade Organization (WTO), domestic economic reforms and many more such important issues, which are directly or indirectly affecting the performance of the sports goods industries, Challenges faced by sports goods industries in Meerut sports goods industry in Meerut faces many challenges. These challenges are due to many fundamental issues such as infrastructure, technical knowledge, human resources and lack of knowledge of government regulations. There is a huge scope of productivity improvement. Some of the issues related to sports industrial cluster in Meerut are listed as follows:
i) The cluster is highly fragmented.

ii) There are very few large factories due to which large orders are not given to the cluster by international buyers.

iii) The cluster is facing immense competition from mechanized units manufacturing similar products.

iv) The technology is changing very rapidly and the cluster firms are too small to make the required investments.

v) The range of products produced in the cluster is very narrow and limited to traditional items.

vi) Entrepreneurs lack the knowledge of government regulations and support system.

vii) Lack of world class testing facility of sports goods.

viii) Lack of availability of funds at low interest rates.

ix) Very little or no market research. Most of the industries rely on the experience and individual networking.

x) Lack of knowledge and awareness to adopt newly developed equipment, machinery and materials to improve quality, productivity and cost.

xi) Improper facilities of research and developments.

xii) Insensitivities to adopt established quality systems to achieve world class quality and productivity.

xiii) Improper information system to get the new development in the sports industry worldwide.

Challenges identified by other researcher in Meerut are similar as there of Jalandhar. Hence, scholar has identified the common areas which need indebt research in the area, keeping in mind the challenges faced and the literature available on sports management following variables was identified for the study:
• HR Upgradation
• Innovation and New Technology Upgradation
• Commercial Collaboration
• Business Development

The self-developed opinionnaire was established to survey the factors promoting sports goods industries in India. This opinionnaire measured perception of selected subjects related to the selected variables like HR Upgradation, Innovation & Technology Upgradation, Commercial Collaboration and Business Development. The research scholar had consulted the Physical Education experts from University of Delhi, Amity University (Noida), O. P. Jindal University (Sonipat), L.N.U.P.E. University (Gwalior), C.C.S. University (Meerut) and Lovely Professional University (Jalandhar) for the development of the questionnaire. Guidelines for developing the questionnaire were obtained from the literature available in the management studies considering the variables selected for the study.

For the purpose of collecting the required data, the questionnaire was administered to all the selected subjects of the various sports goods industries from Meerut and Jalandhar respectively.

The scholar requested every subject to provide authentic information, in the case of any ambiguity arising out of any question from the part of the respondent, the research scholar gave immediate assistance to the subject to clarify the doubts. The scientific authentication of the questionnaire was tested by determining the reliability and validity of the questionnaire with the help of the guide and the experts of physical education.

The data was collected from 30 each from Meerut and Jalandhar sports goods industries. The research scholar visited all the 60 sports goods industries and explained in detail the purpose of the study to the Administrator/Manager/Director. And they were affirmed that information given by them is confidential and solely will be utilized for the purpose of research only. The raw data collected after the filling up
of the questionnaire was considered as the data for the study; thereafter the obtained data underwent the appropriate statistical techniques.

The data was analyzed by computing the percentage method for assessing the frequency distribution of the responses availed from the subjects after the filling up of the questionnaire, Compound Annual Growth Rate was computed to assess the annual growth in terms of wages of the workforce; it was calculated by employing the following formula:

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\text{CAGR} = \left( \frac{\text{Ending Value}}{\text{Beginning Value}} \right)^{\frac{1}{\text{# of years}}} - 1
\]

The responses of the open ended questions were analyzed by employing SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), the graphical representation of the collected data have been represented in the form of Pie Diagrams.

The result depicts that frequency distribution of the Percentage Values of Strength of labours at various categories among selected 30 sports Goods Industries of Meerut and 30 sports goods industries of Jalandhar respectively. Table further revealed that a total of 5411 labour of different categories have been found employed in the selected industries of Meerut, out of which, 52% i.e., 2850 employees were skilled personnel, 34% were semi skilled personnel, and only 14% were unskilled workforce. Whereas, a total of 5767 workers of different categories in the selected industries of Jalandhar, out of which, 59% i.e. 3400 are skilled personnel, 28% i.e. 1603 are semi skilled personnel and 13% i.e. 764 are unskilled work force, And finally, table no. 1.2 shows the summary of total strength of workers at various categories of Meerut and Jalandhar Sports goods Industries.

Result clearly depicts that the status of employment of Meerut sports goods industries in last three years i.e., from 2009 to 2012 respectively, which indicates that a majority with 29 out of 30 selected sports goods industries of Meerut have
witnessed an increase in the status of employment, whereas only 1 industry found no change in his status of employment. The table also depicts the status of employment of Jalandhar sports goods industries in last three years, which shows that 28 out 30 sports goods industries have witnessed an increase in the status of Employment and only one industry found no change in the status of employment.

The Result revealed that the sports goods industries of Meerut do follow the career advancement guidelines for encouraging the employees from time to time. Result indicates that 24 industries out of the selected 30 sports good industries (i.e. 80%) offer PF to their employees, 90% industries offer ESI benefit to their regular employees, whereas, only 3% industries provide HR training and another 3% industries have environmental and defense fund for their employees, only 10% of employees receive bonus. In the case of HR training only 3% industries in Meerut extend career advancement guidelines, and those are should have been increased marginally, so as to sustain with the growth of competitive sports and big time leisure activities. Result also depicts the career advancement guidelines followed by Jalandhar sports goods industries for encouraging the employees from time to time, which shows that 22 industries out of the selected 30 sports good industries (i.e. 73%) offer PF to their employees, 77% industries offer ESI benefit to their regular employees, whereas, only 7% industries provide HR training for developing employees potential and remaining 3% give bonus and 3% provide EDF to employees respectively. Beside, a few industries in Jalandhar also extend the facilities such as, leave and wages merriment (3%) and advanced computing and accounting skills (3%) respectively.

The result revealed that the selected sports goods industries of Meerut as well as Jalandhar extensively implementing various incentive schemes for improving the productivity and loyalty among employees. Sports goods industries of Meerut as well as Jalandhar motivate their employees by adopting incentive schemes in the form of Bonus, salary increment on good work, over time, bonus on appraisal system, charity hospital, cash and gift etc., whereas, only 10% of Meerut and 17% Jalandhar sports goods industries do not adopt any intensive schemes.
Result exhibits that for effective training programme limited no. of industries of Meerut do provide adequate training to upgrade the skills of employes, whereas, in the case of Jalandhar 67% sports goods industries use various training modules to upgrade the skills of their employees from time to time. Such as fire fighting, HR training programme, motor drill for fire safety, first aids, usages of machine, emergency awareness programme, seminar, IIA meetings and security training etc., Whereas, 73% of sports goods industries of Meerut and 33% of Jalandhar do not provide such training programme for their employees.

Result clearly exhibits the impact of employees replacement due to intervention of technology both in Meerut and Jalandhar respectively, as the result indicates that 7% of sports goods industries of Meerut and 23% in Jalandhar do agree to the fact that the upcoming new technologies are responsible for replacement of workers in their firms, whereas 93% of sports goods industries of Meerut and 77% in Jalandhar do not agree to the above statement.

Result depicts that the majority of sports goods industries both in Meerut and Jalandhar i.e., 60% and 70% respectively, do not adopt any the adoption of novel technologies for varying foreign exchange rates and market conditions, only 40% of Meerut and 30% of Jalandhar sports goods industries adopted novel technologies for coping with varying foreign exchange rates and market conditions in the form of dollar, pound and euro etc.

Result depicts that the status of the selected sports goods industries in adoption of new strategy/technology for launching products in the market, which clearly indicates that 33% of sports goods industries of Meerut are adopting new strategies/technologies for launching products in the marketing in the form of sponsorships, meeting with company staff, personal relations, stapling machine, promoting marketing, promotion value, sponsorship of cricket players and 360 degree marketing etc., Whereas 67% of sports goods industries do not adopt new strategy/technology. Result further depicts that 60% of the sports goods industries of Jalandhar, adopted new strategy/technology for launching products in the market and the rest 40% do not adopt any strategy or technology while launching their products.
Result reported that there are significant gaps exist in terms of the technology being adopted globally and personally and the related constraints in selling of products in the Meerut, and the Jalandhar sports goods industries respectively, which provides a clear information that 60% of sports goods industries of Meerut consider that there are differences in the technology adopted globally and personally and face constraints in selling of products, whereas it is little better in the case of Jalandhar sports goods industries as the percentage value found to be 37%.

It is observed that only 27% of sports goods industries of Meerut are adopting to a new technology for productions of goods, supplies and equipment in company to Jalandhar sports goods industries. Whereby 80% of respondent have been constantly making use of new technology for producing goods, supplies and equipment. Table further revealed that majority of industrial units of Meerut i.e., 73% do not make use of technology. Then its counterpart in Jalandhar which constitute of 20% of respondents denying extensive use of technology for goods, supplies and equipment respectively.

It is observe that 83% of sports goods industries in Meerut and 70% of industries in Jalandhar region had the Research & Development Committee that suggested the industries in terms of technology innovation, products design and assist in other areas where intervention in requested for. On the other hand, 17% of respondents from Meerut and 30% of sports goods industries of Jalandhar respectively, said that they do not approach to the research and development in their respective places.

Result exhibits that 77% respondents have collaboration with other firms in terms of business development, exchange of raw material, exchanged of knowledge etc., from Meerut sports goods industries, whereas 23% of sports goods industries do not have any collaboration.

Result further reveals that 33% of the industries in Jalandhar have collaborations with other firms in India and abroad whereas, 67% do not have collaborations with other firms.
Result reveals that only 20% of the industries in Meerut are willing to have greater tie-up, so as to withstand the global competitive market, whereas only 3% do not further wish to do so. On the other hand the majority respondent i.e., 77% industries did not respond to the question. This shows that they are not at all in favor of collaboration. Reason could be that these industries are not spending enough money in Upgradation technology and skills of the employees, setting up of new technologies for better productivity and not varying for international market. Result depicts that 54% of the industries in Jalandhar are willing to have greater tie-up and 13% does not, on the other hand remaining 33% did not respond to the question.

As far as the safety measures are concern 53% of the sports goods industries in Meerut have been using mechanism to protect their raw materials, machineries as well as products for possible theft, while 47% of the respondents have not placed such mechanism. Only 7% of the sports goods industries have been careful of terrorism and are sensitizing their personal on periodical basis while, majority respondents do not do so. In the case of Biomechanical risk 13% of the sports goods industries have installed some mechanism to make employees aware of bio-mechanical risks associated with the work they perform. While 80% of the sports goods industries do not do anything to aware their workforce, 100% of the sports goods industries have installed facility for Fire fighting in their set-ups. In the case of Earthquake only 30% of the sports goods industries have used earthquake resistance building and are initially monitoring the earthquake symptoms. While 70% of the sports goods industries do not at all bothered. However 13% of the sports goods industries have facility of other safety measure in place such as, CCTV close circuit cameras etc., to monitor the employees and the establishment for possible risks, if any, while 87% of respondent do not do anything. In case of Jalandhar 80% have mechanisms for theft prevention, 27% have mechanisms for terrorism, and 70% for biomechanical risk, cent percent have mechanism for fire, 40% of sports goods industries presently use earthquake resistance building and 17% have been using other measure to safety guard of the raw material, product etc.
Result exhibits that there is hardly any impact of trade union in sports goods manufacturing units in Meerut and Jalandhar respectively, as cent percent respondent replayed to the question not at all affected by the trade unions.

A reported for the Company Promotion through Political and Media Collaboration for Heightened yield/output, which shows that 43% of sports goods industries in Meerut and 57% of industries in Jalandhar do use some form of influences either political or media related to push their individual polices from time to time. But majority of these industries do not have encourage such a proposition for heightened output and profit.

Result clearly indicates that 97% of the industries of Meerut and 100% of sports goods industries of Jalandhar have business relation with their counterparts in India and abroad. Only 1 industry i.e., 3% out of 30 industries of Meerut region deny having any personal relationship with any firm in India or abroad.

Result reported that out of 30 industries, 29 industries that constitute of 97%, do have clear terms and conditions with all stakeholders including vendors, whereas only 3% industries fluctuate or do not have clear cut policies laid down for its stakeholders in Meerut region. On the other hand, cent percent sports goods industries of Jalandhar do have clear terms and conditions with all stakeholders including vendors.

It is observed that 93% of sports goods industries from Meerut obtain feedback both from community and employees for improving productivity and image whereas, only 7% sports goods industries of Meerut do not obtained feedback from community and employees. In the case of Jalandhar, 97% of the sports goods industries obtain feedback both from community and employees for improving productivity and image whereas, 3% do not obtain any feedback.

It is exhibited that majority of the sports goods industries in Meerut and Jalandhar respectively are associated with association/export promotion council, whereas only 7% in both Meerut and Jalandhar sports goods industries are not associated with association/export promotion council.
Majority of the respondents from Meerut sports goods industries that constitute of 73%, do not face any constraints in selling of products in the form of target avoidance for limited, competition, competitor, lack of skilled workforce, rate difference in market products etc whereas, 27% of sports goods industries do face constraints mentioned above and other marketing threats.

Result also further depicts that 53% of the sports goods industries in Jalandhar face constraints mentioned above in selling of their products and rest 47% do not face any constraint in selling of their products in the market.

Result shows that the sports goods industries of both the Meerut and the Jalandhar clusters have been facing difficulties that are restricting their performance, the majority of the respondents i.e., 37% of the Meerut sports goods industries pointed out that on the issue of excise duty which the state and central agencies imposed on them is restricting the performance of their industries. On the other hand, a few respondents have raised the issue of taxes, a few on vat, a few on non-availability of raw material, technology Upgradation etc. those hindering performance of their industries abstained from responding to the question.

In case of Jalandhar sports goods industries all the respondents replied to this question whereby, 12 industries i.e., 40% out of 30 said taxes are too high and 11 industries i.e., 37% out of 30 said too high excise duty do pose a threat to their progress. Remaining industries those are limited in number pointed out the following issues those hindering their performance such as, vat (7%), “c” form (7%), wood supply problem (3%), finance (3%), electricity (3%), non-availability of raw material (3%) and technology Upgradation for customers (3%) respectively.

The respondents both from the Meerut and Jalandhar sports goods industries do agreed that there is further requirement from the state (Government) to intervene by initiating more proactive policy implementation, so as to boost the trade in both domestic and international markets, through the policies are already in placed but according to the respondents i.e., Meerut and Jalandhar sports goods industries, they are not enough and require very intensive approach to enhance productivity and performance.
It is revealed clearly that majority of the sports goods industries i.e., 80% industries out of 30 industries under investigation in Meerut strive for the glory of the company by representing them as a title sponsor national and international events in India and abroad respectively. On the other hand, about 30% of sports goods industries i.e., 30% respondents out of 30, respectively as a major sponsorship, while 70% respondents do not follow the suits. In case of the Co-sponsorship, only 13% of the sports goods industries do become the co-sponsor of the events, while 87% of the sports goods industries are not engage themselves as cosponsor in an events. As far as product sports image fit is concern, majority of the industries i.e., 90% do not engaged them in it whereas, only 3% of the respondents believe in product sports image fit as one of the tool to enhance corporate image. It is also observed from table no.23 that only 17% of the sports goods industries in Meerut do endorse the athlete for branding and production of sales of the products. They produced, whereas 83% of the respondents do not do so. In the case of patents of the products only 13% of the industries do achieve overall strategic goals i.e., increase band awareness and confidence of the consumer towards innovations, whereas majority of the industries do not do so. In the case of licensing majority respondents i.e., of 67% of the sports goods industries do have licensing of their company, and the products, while 33% of the sports goods industries do not follow.

Also revealed that very few sports goods industries i.e., 4 industries out of 30 industries under investigation in Jalandhar strive for the glory of the company by representing them as a title sponsors in national and international events in India and abroad respectively. On the other hand, about 57% of the sports goods industries follow major sponsorship of their company, while 43% respondents do not follow the suits. In case of the Co-sponsorship, only 7% of the sports goods industries do become the co-sponsor of the events, while 93% of the sports goods industries do not engage themselves as cosponsor in an event. As far as product sports image fit is concern, majority of the industries i.e., 73% do not feel to engage them in it whereas, 23% of the respondents believe in product sports image fit as one of the tool to enhance corporate image. It is also observed from table no.23 that only 33% of the sports goods industries in Jalandhar do endorse the athlete for branding and
production of sales of the products that they produced, whereas 67\% of the respondents do not do so. In the case of patents of the products, 67\% of the industries do achieve overall strategic goals i.e., increase band awareness and confidence of the consumer towards innovations, whereas 33\% of the industries do not do so. In the case of licensing majority of the respondents i.e., 63\% of the sports goods industries do have licensing of their company, while 37\% of the sports goods industries do not follow.

It is observed that there is a higher demand of goods, supplies and equipment produced by the Meerut (80\%) and Jalandhar (70\%) sports goods industries in the domestic market whereas, 7\% respondents of Meerut sports goods industries indicated a medium demand and 13\% industries indicated a low demand of their products in the domestic market.

On the other hand 17\% of respondents of Jalandhar sports goods industries indicated a medium demand, 10\% industries indicated a low demand and finally 3\% indicated that there is no competition of their products in the domestic market.

It is exhibited that it takes six months to start a manufacturing unit in Meerut as indicated by 40\% of respondents whereas, 43\% respondents indicated that it takes a year or so to establish a manufacturing unit and 17\% said it takes more than 5 years.

Also depicts that 43\% respondents said that it takes six months to start a manufacturing unit in Jalandhar whereas, 40\% respondents indicated that it takes a year or so to establish a manufacturing unit and 17\% said it takes more than 5 years.

Result clearly reveled that majority of the sports goods industries in Meerut i.e., 80\% of them do not use brand ambassadors to promote their products whereas, only 20\% respondents do use the brand ambassadors to promote their products. In case of Jalandhar only 17\% of the sports goods industries use brand ambassadors to promote their products and a majority with 83\% do not use any such method for promotion of the products.
Result reported for the information regarding Sources of finance for funding in business, which shows that majority of sports goods industries are receiving fund from bank, while 3% respondents generated their own fund. It is also revealed from the table that there is no support from government in regard to financial support assistance to this sector in both Meerut and Jalandhar sports goods industries respectively.

Result shows that the values for Compound Annual Growth Rate Percentage for the Sales, Expenditure, Wages and Cost of Raw Material for the selected 30 industries of Jalandhar and Meerut for the last three years, the details of the sales, expenditure and wages of the workers are a matter of confidentiality for the enterprises, hence the required amount of information was not attained from the concerned authorities, the available information revealed that the compound annual growth rate for sales of selected sports goods industries from Jalandhar and Meerut ranged between 7.72% to 31.04% and 10.58% to 37.95% respectively, an extreme percentage of -0.93% and 204.85% in Meerut and -30.66% and 155.44% in Jalandhar sports goods industries is also observed.

Whereas, in the category of Expenditure, the compound annual growth rate in Jalandhar and Meerut ranged between 1.375 to -50.68% and 3.23% to 51.83% respectively, whereas an extreme percentage of -50.58% in Meerut, -75.57% and 179.67% in Jalandhar is also observed. On the other hand, in wages of workers the compound annual growth rate in Jalandhar and Meerut ranged between 3.805 to 11.67% and 25.99% to 71.00% respectively.

It is further observed from the table that compound annual growth rate for the cost of raw materials both in Jalandhar and Meerut ranged between 2.60% to 16.04% and 15.98% to 58.74% respectively.

Result shown that the profit status during the last 3 years in Meerut Sports Goods Industries, which shows that 23% of industries have 6% to 10% average net profit, 30% of sports goods industries have 11% to 15% of net profit, while 40% have
16% to 20% of net profit respectively. Only one industry has more than 20% of net profit from 2009 to 2012.

Also further reveals that 20% of industries have 6% to 10% average net profit, 54% of sports goods industries have 11% to 15% of net profit, while 23% have 16% to 20% of net profit respectively. Only one industry has more than 20% of net profit from 2009 to 2012.

Result shows that deal with the Status of Taxes in the state, it reveals that that 67% of sports goods industries of Meerut pay a very low tax in some products while 23% pay moderate taxes and remaining 10% industries feel taxes are very high in the state.

Similar result is also found in the case of Jalandhar sports goods industries as revealed in table no.30 that 70% of sports goods industries pay very low taxes in some products, while 23% pay moderate taxes and remaining 7% industries feel taxes are very high in.

In reply to the tax exemption in the state of UP, it is revealed that 80% of industries of Meerut and Jalandhar respectively do not get much tax exemption for developing and producing indigenous spots goods items for local market. The scenario is totally different in the case of export of sports goods, supplies and equipment designed and developed indigenously, as result shows that 97% of industries of Jalandhar sports goods items are export oriented products whereas, sports goods items produced by Meerut industries are for consumption of domestic market only, hence tax exemption does not imply to them, as a result, 97% of sports goods industries of Meerut responded towards negative side.

Measures being adopted for the promotion of the products are exhibited that 43% of Meerut sports goods industries promote their product through newspaper articles, while 57% do not believe in this. On the other hand, 37% of industries do make use advertisements as one of the important tool to promote their products, while 63% do not use this variable as a means of promotion. In the case of fans interaction only 13% of industries considered this as a one of the medium while promoting of
their products, while 87% do not believe in fans interaction. In the case of hoarding and posters, mere 17% of sports goods industries use this medium for promoting of their products, while majority of the industries that constitute of about 83% do not considered this as a medium to promote. On the other hand, websites seem to be popular method of promotion of products among the consumers as table reveled.

Also reveals that 40% of Jalandhar sports goods industries promote their products through newspaper articles, while majority that constitute of 60%, do not believe in it. Similar pattern is observed in the cost of advertisement whereby, 33% of industries do make use advertisements as one of the important tool to promote their product, while 67% do not use this variable as a means of promotion. In the case of fans interaction, only 10% of industries this considered as a one of the medium through which they promote their products, while 90% do not believe in fans interaction. In the case of hoarding and posters, only 13% of sports goods industries use this medium for the promotion of their products, while 87% do not use. On the other hand, websites seem to be a popular method of promotion of products among the consumers as table reveled.

It is revealed that only 17% sports goods industries of Meerut and 13% of Jalandhar have been practicing special marketing strategies for segmentation of the market through the means of exhibitions, corporate party and customer meets etc, whereas 83% of sports goods industries of Meerut and 87% of Jalandhar do not use any of these mechanism for segmentation of the market.

It is clearly reveled that all sports goods industries of Meerut and Jalandhar do maintain proper records of the products they produce and systematic records of over head expenses under the stewardship of account professionals.

Result also shows that the areas that require Government’s assistance, which shows that 20% of the sports goods industries of Meerut and 23% sports goods industries of Jalandhar respectively needs training facilities, while 80% and 77% replied negatively; 3% respondents from Meerut and Jalandhar desired that the design and development centers to be set-up for quality product development; equal number of respondents i.e., 77% insisted that quality infrastructure is the priority areas that
government should initiate and intervene with strong policy guidelines. In reply to the option number 4 of table no. 35 i.e., interface with business 80% the respondents of Meerut and 83% of Jalandhar sports goods industries do not tie-up with one-other for any assistance. Similar picture is aroused in the care of labour relations whereby, 87% of sports goods industries of Meerut and 83% of Jalandhar do agreed that they do not have inter-alia programme in terms labour relationship. It is further observed from the table that majority of the respondents that constitute of 80% and 77% respectively of Meerut and Jalandhar sports goods industries responded that they do not require any assistance from government whereas, only 20% from Meerut and 23% respondents from Jalandhar sports goods industries needed certain assistance for marketing of their products in domestic market. It is further observed that 70% of sports goods industries from Meerut and Jalandhar respectively opined in response to the factor i.e., exports marketing that they do not require government assistance for exports of their products and services while, 30% respondents from both the places desire to assistance from the government.

Result shows that sports goods industries of Meerut and Jalandhar, as pointed out by the respondents that in respect of the regional differences do suggest similar patterns of Strength, Weakness, Opportunities and Threats, as the SWOT analysis summarized that a total of 14 strengths of the Sports Goods Industries from Meerut and Jalandhar respectively, were identified, on the other hand 15 weaknesses were also found hindering the productivity and performance of the sports goods industries. Besides, there are 15 distinct areas where industries need to be encash those and there are few Threats found for which industries need to be cautious in handling those as they may suppress their on-going development process. Moreover, these areas are not geographical specific but they are industry specific, hence are discussed in one table only.

The interpretation of results shows that the sports goods industries are more than 100 years old and ownerships are passed on to generation who are fair in their approach and trustworthy. Hence, traditional business management approaches rule, these industries across geographical locations. Further, these industries make use of traditionally skilled manpower those are cost effective in terms of quality production,
low wages, low cost of goods, supplies and equipment due to abundant human resources at comparatively lower cost. Adopt technology which is core for any industrial units to strive and economic production, so as to, complete both in domestic and international markets and become an integral part of national economic development, along with creating of more jobs for the over growing India’s population.

Analysis of the result further indicated that there are many weakness and threats facing by the sports goods industries. These could be due to the fact that India’s sports goods industries are facing many obstacles due to incapacity building i.e., lack of row materials, close vicinity of their industrial sites, scarcity of financial support from financial institutions, political, economical and social commitment from the part of government policy initiative, poor infrastructure (including physical structure and electricity), not adopting to new technologies, lack of collaboration among the industries in terms of transfer of knowledge, skills, technical know-how and business development. It is now imperative for the industries to keep abreast with the technologies and create a coherent relationship by establishing a healthy competitive environment among national and international business communities, only if they wish to sustain with the ever changing socio, political and economical challenges which are part and parcel of the market economy and are omnipresence failure to do so will create a deep sea for the industries to perish ultimately. It is further suggested that sports goods industries should pursue research collaboration with their business counterparts across the globe and must take the assistance of biomechanical and technical experts while designing and developing core products and invest in branding, licensing, patents etc. for establishing themselves like other international brands such as, Nike, Lotto, Reebok, Adidas etc.

5.2. CONCLUSIONS

Following conclusions may be drawn from the obtained results:

- It has been reported that the total number of workers across manufacturing units have constantly increased between year 2009-12. Almost similar growth
trends have been observed in the case of both skilled and unskilled workers. Few well organized manufacturing units employ more than 450 workers but other small unorganized units operate with 8 to 10 workers. Broadly it has been found that nearly 50% of the workforces are skilled in sports goods sector.

- Import content has been found increasing over the years as it increased from 2009 to 2012. This shows that during the study period the firm’s import content in the manufacturing has increased.

- More than 90% sports goods manufactures have reported that the availability and quality of basic infrastructure such as power, road, rail, etc in India is very poor.

- Skill development center need to be set up for imparting training to the workforce on various products.

- A Common testing facility centre should be set up by the Government for the manufacturing units to provide necessary testing and certification to meet international standards.

- Sports Goods manufacturing units face many hurdles such as procurement of essential raw materials like rubber, cane, threads, steel, willow etc., for the manufacture of various sports equipments.

- Though these raw materials are available within the country, due to interstate restrictions raw materials can’t be easily transported from one state to other.

- The labor laws are creating problems for small & medium enterprise. There is a need for the engagement of casual labor for short periods depending on orders/demand. Therefore labor laws should be more flexible and liberal.
• International markets give higher weight age to international accreditation specifications certificate. This needs to be established in India in collaboration with accreditation certification agency.

• The status of labor has witnessed a dramatic change over the years.

• It is also observed that the sports goods industries also implement the career advancement guidelines for their workers, but still the effort needs to be emphasized for better results.

• Majority of the sports goods industries at Jalandhar and Meerut have Incentive schemes for improving the productivity and loyalty among employees.

• It was also observed that the novice technology has not been responsible for the replacement of the workers in the firm.

• Majority of the sports goods industries are not adopting the technologies for varying foreign exchange rates and market conditions.

• It may also be concluded that the industries have technical collaboration with other firms for the Upgradation of their firm.

• A very few industries are found to be adopting the necessary methods for the calamities.

• Majority of the industries have relations with the associations and firms and get regular feedback from them.

• A significant percent of the sports goods industries of Meerut and Jalandhar are facing difficulties that are restricting their performance.

• A number of industries are still not getting the required funding from the banks to run their firms.
5.3. RECOMMENDATIONS

Following recommendations are drawn in light of the obtained results:

- More and more research work should be done in collecting the information regarding the sports goods industries in India, so as to assist them in identifying the strengths and weaknesses for bright future prospects.

- The result of the SWOT analysis should be incorporated and the necessary steps should be taken for resolving the threats and utilizing the strengths of the sports goods industries in their betterment.

- The various opportunities that have come into light via SWOT analysis should be integrated and necessary action should be taken.

- The government should reframe the policies regarding the infrastructure, facilities and funding, so as to enable the sports goods industries for a better and high yield.

- R&D center for development of new products and process should regularly come into practice

- Skilled development centers for training work force for various products being manufactured should be built.

- Common testing and certification centers accredited by international agency should be done.

- Infrastructure at ports should be upgraded to meet International standards with quick off loading and on loading facilities.

- Personnel’s at the various institutions may use this as a guideline to train professionals in education and sports management.
• The present research work will act as a medium to transfer the knowledge, as the centers of excellence in research and development must be formed to address the relevant innovation issues, such as human factors, materials and rapid manufacturing.

• The research work will help in future building the future policy framework in private sector lending, reformation of the labor laws, networking of SME’s in competitiveness, Removal of Inspector Regime and Simplification of Procedures and several such major issues.

• The research work will help in understanding the metropolitan or regional economic trends.