

Sports Goods Foundation of India : A Case Study of a Solution Based NGO

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Abstract

The Indian sports goods industry is well-known in the entire world, with a size of approximately US\$ 127.76 million in 2012-13, and the sports goods are mostly exported to U.K., U.S., and Australia. The Sports Goods Export Promotion Council (SGEPC), a Government of India sponsored organization is working for the promotion of India's exports of sports goods. Jalandhar is considered as the sports industrial hub and is the leading exporter of sports goods in Asia. Sports companies from Jalandhar have reputed buyers like Nike, Adidas, and associations like FIFA. Mid 1990-onwards, the sports goods manufacturing industry had a critical time as the industry was found to employ child labour for the production of inflatable balls. During the 1998 football World Cup, media coverage of child labour usage in football manufacture led to a boycott of the inflatable balls exported from India and Pakistan, and major clients like Nike, Adidas, Puma, and FIFA cancelled the orders of footballs. To eradicate the issue of child labour from the sports goods industry, the exporters of sport goods willingly came together and founded the Sports Goods Foundation of India (SGFI) with the involvement of 25 sports goods manufacturing companies. SGFI emerged as a solution based NGO, which is addressing the problems of the industry successfully. Various projects under SGFI are aimed to develop a self-imposed and reliable system to prevent child labour from the entire sports goods industry. SGFI took initiatives to withdraw children from hazardous working conditions in the football stitching industry by providing them with necessary education, skill training, health care, and social protection services.

Key words: sports goods, exports, FIFA, child labour, solution

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The Indian sports goods industry is well - known in the entire world, and has a name for producing quality products in the market of sports goods globally. The total export of sports goods supplied by different countries in the world was 60% from India to around 130 countries in the world which includes United Kingdom, Germany, United States of America, Australia, and France, which are considered as the developed nations of the world.

In 2012-2013, the size of the Indian sports goods market was US\$ 2 billion. The growth of the sports market was 35-40% per year, and expectation of its reach was US\$ 3.6 billion by 2015. Industry exports were valued at approximately US\$ 127.76 million in 2012-13, and goods were mostly exported to U.K., U.S., and Australia. Around 400 registered sports goods exporter companies are registered under the Sports Goods Export Promotion

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Table 1. Exports of Inflatable Balls from India over the last 5 years (Value in ₹ Crores)

SPAN	EXPORT FIGURES	
	SPORTS GOODS	FOOTBALLS
2009-10	606 crore	168 crore
2010-11	611 crore	174 crore
2011-12	699 crore	187 crore
2012-13	768 crore	184 crore
2013-14	583 crore	146 crore

Till the end of Feb2014

Source: Sports Goods Foundation of India (personal communication via meeting)

Council (SGEPC), a Government of India sponsored organization, which works for the promotion of India's exports of sports goods. It had been observed that the Indian sports goods industry is labor-intensive. The workforce involved in it is extremely capable in their work and is engaged in it since generations. However, the volume of major sports goods exported from India has been fluctuating (refer to Table 1).

Origin of the Indian Sports Goods Industry

The Indian sports goods industry originated in Sialkot, Pakistan. Sardar Bahadur and Sardar Ganda Singh Oberoi founded the sports goods industry in 1883 in Sialkot. At the time of India's partition in 1947, a number of skilled craftsmen from Sialkot shifted to Punjab and settled in Jalandhar, known as the main hub of the Indian sports goods industry afterwards. In 1885, sports and other equipment like tennis balls, footballs, cricket bats, balls, and field hockey became the first Indian export sports products to other countries. With the passage of time, new items like rugby balls, net balls, boxing and martial arts equipments, cricket batting gloves, and so forth were added. The Indian sports goods industry has a name in the export of quality sports products in the entire world.

✦ **Sports Goods Industry of Jalandhar, Punjab** : Jalandhar is considered as the sports industrial hub and is the leading exporter of sports goods in Asia. Sports companies from Jalandhar have reputed buyers like Nike, Adidas, and associations like FIFA. Today, 65% of the total exports from India of sporting goods are from Jalandhar, while the remaining are from Meerut (Uttar Pradesh) and other places of India.

Mid 1990-onwards, the sports goods manufacturing industry had a critical time, as there was extensive media coverage of child labour usage in football manufacturing in India. There was a story about a blind girl stitching footballs. Someone gave this girl a football to stitch and clicked her photograph. This news, along with the photos of the blind girl, were published by BBC, and the news was picked and got great coverage in the Western media. This news brought attention to companies like Adidas, Puma (major supplier of footballs in the FIFA world cup) for the wrong reasons. FIFA responded to the allegations saying: "Our main preoccupation is with the World Cup. We can't scour the world for children stitching balls" (BBC, 16 April 1998) (as cited in Gupta & Srinivasan, 2011).

This news showed that the Indian sport goods exporters were practicing child labour, and all the major companies cancelled all orders from India. The Indian sports goods industry, which is one of the major suppliers of footballs in the world apart from China, Pakistan, and Thailand faced major losses in business. This episode damaged their reputation of leading supplier of footballs.

After this incident, the manufacturers of Jalandhar sports goods manufacturing industry then decided to put into practice the procedure executed in Atlanta Agreement (Annexure1) with the involvement of international agencies like United Nations Children's Emergency Fund (UNICEF), International Labour Organization (ILO),

Table 2. Export Figures (in INR)

SPAN	SPORTS GOODS	FOOTBALLS
2010-11	611 crore	174 crore
2011-12	699 crore	187 crore
2012-13	768 crore	184 crore
2013-14	583 crore	146 crore

Note : The figures are for till the end of February 2014

and Save the Children Fund-United Kingdom (SCF-UK)), the same which was followed by Sialkot in Pakistan in association with Sialkot Chamber of Commerce.

The 20th FIFA World Cup was held in 2014 in Brazil, and the Jalandhar sports goods industry played a major role in the production and export of footballs for this event. Jalandhar sports goods industry is well known for the production of promotional balls - which are used for advertising and showcasing in the football world cup. The Jalandhar sports industry has the expertise and skill to produce quality footballs, and a number of multinational companies place their orders of customized footballs to the companies of Jalandhar. In the year 2015, as per estimates, 80,000 soccer balls were being manufactured per day with the logo of FIFA in Jalandhar to meet the huge demand of footballs from across the world. Around 2 lakh footballs were also shipped to the countries : Australia, France, England, Hungary, and New Zealand. These balls are of very high quality and the prices range from ₹ 250 to ₹ 900 per ball depending upon the quality (refer Table 2).

According to SGEPC, the overall sports goods exports saw a 20-30% increase in the fiscal policy of 2014-15 due to the World Cup in Brazil (Table 1). As per of industry sources and Sports Goods Export Promotion Council officials, the export of inflatable balls to Brazil between October 2013 to March 2014 amounted to ₹ 29 lakh. There are seven manufacturers from the Northern region : four are from Jalandhar and three are from Meerut.

Origin of Sports Goods Foundation of India (SGFI)

In 1998, the sports goods exporters willingly came together and founded the Sports Goods Foundation of India (SGFI) with the involvement of 25 sports goods manufacturing companies. The Sports Goods Foundation of India was launched by the World Federation of Sports Goods Industry and was endorsed by FIFA. It is Registered under Societies Registration Act XXI of 1860 vide Registration No. 1681 of 1998-99 dated January 25, 1999. SGFI is an ISO 9001: 2000 certified organization by SGS India Pvt. Ltd. vide certificate number SG05/0280. Today, the SGFI membership consists of 30 manufacturers and exporters of sports goods industry (Appendix Table 1). This organization provides an effective mechanism to monitor and prevent child labour in the sports goods industry in India. To make this initiative of the foundation successful, FIFA also pitched in with support in the shape of capacity building, knowledge linkage, monitoring, and evaluation of child labour. It was a part of Jalandhar Sports Goods Association's social responsibility, which is also defined as SERB (social and environmental responsibility of business).

(1) Mission, Vision, and Objectives of the Sports Goods Foundation of India:

Objectives :

(i) To prevent and progressively eliminate child labour in the manufacturing or stitching of all types of inflatable balls.

(ii) To facilitate an attitudinal change in the community as well as among the worker families regarding the importance of education and evils of child labour.

(iii) To promote education in the inflatable balls stitching community.

(iv) To ensure that any child labour found in the field of soccer balls manufacturing is immediately reported and admitted into various schools run by the organization.

✦ **Vision :** To foster and energize social responsibility initiatives by the Indian sports goods industry.

✦ **Mission :** More participation by manufacturers of sports goods industry and community to eradicate the evil of child labour from the sports goods industry.

(2) Financial Contribution By SGFI Members : SGFI caters only to its registered members. To become a member of SGFI, organizations had to pay ₹ 35,000 till 2012, and later on, the amount was revised to ₹ 2,00,000 as a onetime registration fee. They also have to pay an annual membership fee which was ₹ 10,000. Besides this, they have to contribute a certain amount of money every year based on their export turnover for the year. Every year, the member companies contribute ₹ 0.25 per ₹ 100 exports for running all the CSR projects .

(3) Initiatives By SGFI and its Leaders : In the promotion of any industry, the government, associations, and individual members are key stakeholders. SGFI could overcome many challenges successfully because of strong leadership in the organization. According to Satish Wasan, Founder Secretary-SGFI (2015), "If you can't hold all the children in your arms, hold them in your heart."

Dr. Ravi Purewal, Executive Director of the Organization (2015) commented that "There are two types of NGO's – 'Advocacy' and 'Solution-based' NGOs. We are a solution-based NGO. We have set up mechanisms to address problems of child labour."

Various projects under SGFI are aimed to develop a self imposed and reliable system to prevent child labour from the entire sports industry. SGFI has taken initiatives to withdraw children from hazardous working in the stitching industry by providing them necessary education, skill training, health care, and social protection services.

Mr. Ravi Purewal was critically evaluating options available for SGFI to expand its operations and to help member firms. He was reading a leading English daily, and was impressed by an article highlighting the role of corporate social responsibility involving customers. He thought that corporate social responsibility could be mandatory in one way and it could serve as a strategy to gain competitive advantage and to create a positive word of mouth for the foundation.

Immediately, he called his friend (a member of SGFI) and discussed the idea to work on projects which on the one hand met out the requirements posted by FIFA, and in another way, these could also help employees and stakeholders through socially responsible projects. His friend also consented that this was a noble idea. So, in next meeting with members, Mr. Ravi put a detailed proposal about the activities to be undertaken by SGFI, and a few of them were approved by members for execution.

Initial funding for the monitoring project was from FIFA, which approved to provide funds on a condition that an outside agency did the monitoring of the process of finding the child labour, and SGS (registered in Geneva as Société Générale de Surveillance) was appointed to carry out the monitoring exercises by the SGFI. However, FIFA had withdrawn its hold up towards the end of 2003 as its 4 year contract with SGFI had expired.

After that, the member companies of SGFI, as part of their corporate social responsibility, have been contributing a portion of their export earnings for the causes championed by SGFI. Though some external agencies have funded the projects of SGFI from time to time, but the collaborative support of the member companies of the organization was always there to continue the monitoring activity and to enlarge the scope of activities of SGFI to suit the changing needs of the industry and its stakeholders, especially the workers.

Corporate Social Responsibility at Sports Goods Foundation of India (SGFI)

The formation of Sports Goods Foundation of India was characterized by the sports goods manufacturer companies of Jalandhar, which created a significant development in the history of corporate social responsibility in the Indian sports goods Industry. SGFI was the resulting outcome of FIFA and ILO from the licensing agreements that all the companies dealing in the export of sports goods have to follow labour standards, a provision in the non-deployment of child labour in football production.

SGFI has taken initiatives to implement social protection of child labour in the sports industry, which was carried out by Swiss certification and the support by FIFA. The organization aimed to develop a self imposed and reliable system to prevent child labour.

CSR Projects of SGFI

While examining every house to find out the reasons why the children were involved in the football stitching activities, the members of SGFI chanced upon one house where the child was at home, and his school bag was lying on the floor. When they asked the reason as to why he had not gone to school, the child replied that he was unable to do his school homework, and if he did not complete the home work, the school teacher scolded the children. Subsequently, the members found a similar situation in some of the houses. The parents were uneducated and unaware, and hence, they were unable to help their children with the school homework. Due to lack of proper facilities at home (uneducated parents cannot teach children/ no space to study / no electricity/ noise at home/ etc), the children were unable to engage in their studies. To resolve this problem, the SGFI members went to a temple in the same locality and requested the priest to let the children and the teacher sit in the verandah of the temple so that the children could concentrate and complete their homework. In this way, a tuition centre became functional, and the kids were able to complete their homework, and started to attend school regularly, without any fear of being punished by their teachers.

The CSR projects SGFI is engaged in are :

(1) National Child Labour Project Schools : SGFI is running 6 NCLP schools in Jalandhar that enroll 300 children. In 2015, there were 50 children, 2 educational instructors, and one vocational teacher in each school. The students in these schools are those children who are unable to go to school or are dropouts between the ages of 8 to 14 years.

Figure 1. National Child Labour Project Schools

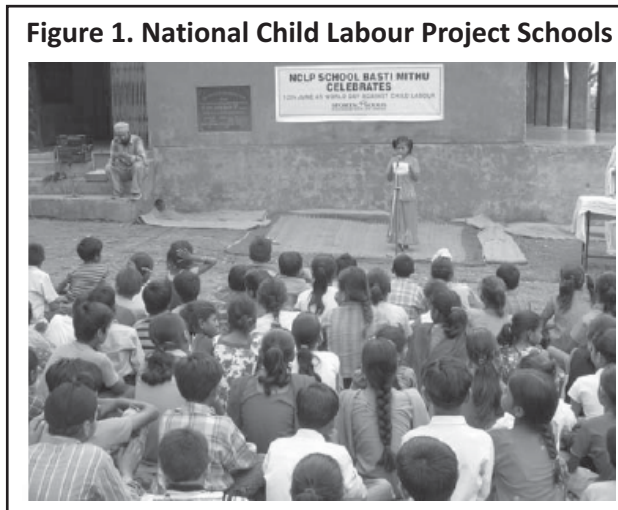


Figure 2. Children Under MUSKAN Project



The main purpose of these schools is to get ready dropout children to join the normal schooling system. The funds for the successful running of these schools are arranged by Ministry of Labour, Government of India. These schools provide the following facilities to the children :

- ✦ Mid Day Meal Scheme,
- ✦ Free books for students,
- ✦ Rs. 150/- as monthly stipend to each student,
- ✦ Free uniform for students,
- ✦ Free medical camp/ dental/eye check up camps for the students.

(2) MUSKAN: This project was started in 2002 to ensure that the children went to school. For this project, the SGFI set up a team of 30 members who were operating 30 free tuition centers to regenerate children who were engaged in child labour in the past. Majority of the parents of the students of these schools are busy in work or are uneducated to teach their children at home after school. As seen in Figure 2, with the help of these tuition centers, children are taking an active participation in formal learning. The children stay at the tuition centers between 3:00 to 5:00 PM. The time spent by the children in these centers means time away from any form of child labour. The proposal of opening these tuitions centers was to assist children to complete their school homework in time (as discussed above).

(3) Self Help Groups (SHGs): SGFI has formed about 73 SHGs. There are 10-20 women in each group, and the reason to form these groups was to empower women. SGFI realized that the women were under debt continuously because they were unable to acquire loans for the fulfillment of their needs, and instead, borrowed from the local money lenders at excessive rates of interest. SGFI started to create SHGs in 2008 with the aim of women empowerment. Each member contributed ₹ 100/- per month and banks have allowed them overdraft facility also, which help the women to construct capital so that they can engage in the income generation activities or re-skill themselves for other sources of earning if the manufacturers of sports goods move towards machine stitching.

(4) Common Facility Centre : This project was started in 2006. In this project, SGFI is collaborating with its members to find out the ways to mechanize their production process. To increase the production of footballs, six football stitching machines were purchased from China, as a substitute of hand making footballs. For this purpose, 10 members of SGFI independently contributed ₹ 65,000 each.

Figure 3. Health Checkup During Medical Camp



Figure 4. Social Changes Resulting in Economic Security



(5) Swasth Man, Swasth Tan (SMST) - Healthy Mind, Healthy Body : Under this project, SGFI organizes one medical camp each week at 2-3 of its tuition centers/ NCLP schools. A major camp is organized every two months in the factory (see Figure 3) for the benefit of the workers of the factories of member listed companies.

Awareness camps for health related issues are conducted at the factory itself. Besides these, daily, 70 first aids kits are issued to 4800 households through monitors of the project. These kits are replaced every 3 months. SGFI conducts one free medical camp every 2 months for its football stitchers and their families, where free medical checkups are done and medicines are distributed. So far, over 22 such medical camps have been conducted, thereby benefitting over 10,000 people. Medical camps conducted are for general medicine, ENT, dental, orthopedic and ophthalmic. Besides this, free medical checkups are also done once every week at one of the 30 tuition centers run by SGFI. SGFI has conducted over 150 eye cataract operations and has organized various dental health camps.

(6) Reach Project : This project was started in 2007 by the women whose husbands are running the sports goods companies and are the members of SGFI. In this project, underutilized material is collected and recycled. Items like clothes, books, household items, and so forth are collected through regular collection drives at SGFI's collection centers. The collected material is then distributed to the poor and needy people or is sent to Goonj (another NGO).

Figure 5. Free Computer Education



(7) Micro Insurance in Partnership with LIC : Sports Goods Foundation of India has partnered with LIC to promote its micro insurance scheme : 'Jeevan Madhur' among its household workers with an objective to cover 15,000 workers. This insurance scheme is a socioeconomic security for the workers (see Figure 4).

One worker passed way after paying only one premium. LIC gave a cheque of ₹ 28000 to the family of the deceased worker. A woman worker also passed away, who was the head of her family, and the family was given a cheque of ₹ 85000 through SGFI.

(8) Free Computer Education : SGFI started this project in 2004. A free computer learning training centre in partnership with Punjab Rural Information Technology Management Agency (PRITMA) was started at village Tajpur, Jalandhar (see Figure 5). A room was provided by the Village Panchayat in the community centre building, where children are provided basic training on computers and specialized training in partnership with a few professional institutes like NIIT, APTECH, and so forth.

Achievements of SGFI

The Energy and Resource Institute (TERI) along with HSBC announced the HSBC Living Business SME Awards (2010) that recognize the social commitment of small and medium enterprises ; 42 nominations were received for the awards; there were three prizes - first prize, second prize, and special prize. The Sports Goods Foundation of India was honoured with a special prize by Mr. Salman Khurshid, Hon'ble minister of State of Corporation Affairs and Ministry Affairs, Dr. R.K. Pachori, Director General TERI, and Ms. Malini Thadani, Head of Group Communication and Corporate Sustainability, HSBC India, April 21, 2010 for its CSR initiatives. Seeing the working of SGFI, the CBSE (Central Board of Secondary Education), New Delhi has included a chapter titled “SGFI & its Organizational Setup” in the official text book of health, physical education, and sports for class XII nationwide (Sports Goods Foundation of India, n.d.).

Teaching Notes

(1) Case Synopsis : The case of Sports Goods Foundation of India deals with the concept of corporate social responsibility by the manufacturers and exporters of sports goods in Jalandhar so as to eliminate child labour used in the Indian sports goods industry. During the 1998 football World Cup, media coverage of child labour usage in

football manufacture led to a boycott of the inflatable balls exported from India and Pakistan, and major clients like Nike, Adidas, Puma, and FIFA cancelled the orders of footballs. In response, major suppliers of sports goods products of Jalandhar then decided to put into practice the course of action executed in Atlanta Agreement (similar to which was followed by Sialkot in Pakistan in alliance with Sialkot Chamber of Commerce when they faced the same allegations). By following this agreement, they established the Sports Goods Foundation of India (SGFI).

An external monitoring agency was hired by SGFI to stop child labour from the sports industry, and all the funds were arranged by FIFA for this cause from 1999 to 2003, and by UNIDO from 2004-2008. With the convention of UNIDO, SGFI increased its role to enter other CSR areas. When FIFA and UNIDO stopped their intervention and funding, the member companies of SGFI decided to contribute Rs. 0.025 per Rs.100 exports from January 2010 to continue the CSR projects. With the contribution of the member manufacturers, SGFI is successfully running the various projects for the benefit of the children as well as the workers employed in the sports goods industry in Jalandhar.

(2) Learning Objectives : By contemplating this case and sharing in a class discussion its key issues, the students will be able :

- (i) To understand the concept of corporate social responsibility and get insights in CSR practices in the light of the Sports Goods Foundation of India.
- (ii) Understand how the organization has created a self-imposed and reliable system to prevent child labour from the sports goods industry.
- (iii) Understand how CSR could help an organization in boosting profits.

(3) Use of the Case : The case can be use as teaching and learning means for core MBA, M.Com, or undergraduate-level students. The case can also be used in different middle and senior level management programmes. It can also be used as a preparatory case in a session on CSR to explain the framework of the concept of CSR by various companies. The case gives an opportunity to look at the function of social issues with respect to the production of handmade goods and in the labour-intensive production processes. It is expected that students/industry experts/professionals will be capable enough to relate this case to other related industries, like garment and other industries, where similar principles apply.

(4) Case Issue : The key point of the case is that the sports goods industry of India was found to employ child labour in the manufacturing of footballs. The present case study depicts the different initiatives used by the sports goods industry to tackle the issue of child labour and consequently, prevent child labour from the sports goods industry of India. It also explains and discusses the different initiatives taken by national and international organizations to resolve the issue of child labour.

(5) Suggested Teaching Approach (Time Schedule for the Teaching of the Case) :

The suggested teaching approach for 60 minutes post-graduate classes is outlined below :

(i) **Introduction (15 minutes)**

(ii) **Part A – Question 1 (45 minutes)**

✦ Identification of the issues in the case (10 minutes).

- ✦ To understand the measures followed by the Indian sports goods industry to prevent child labour and its impact upon their business growth (10 minutes).
- ✦ To understand how SGFI is financially managing its CSR projects without the help of FIFA and UNIDO (10 minutes).
- ✦ Recommendations (15 minutes).

(6) Board Plan : In a short (60-minute) class, the instructor may focus on outlining the branding options and pros and cons as outlined above. A possible board plan would be:

Side Board	Main Board	Side Board
Role of the Indian sports goods market in the export of footballs.	Commencement of CSR for the repositioning of business.	Discussion on the factors that contributed to the effectiveness of SGFI.
Allegations faced by the Indian sports goods industry.	CSR projects to rehabilitate, and to educate child labour.	Recommendations

Discussion Questions

Question 1: We would start the class by asking the students : In the event that you were a football maker in Jalandhar in 1997-98 (when the child labour issue was heavily reported in media), what might have been your contemplations, sentiments, thoughts, and difficulties? Who were the key players/performing artists in this episode? What might be their reactions/responses to this occurrence ?

Answer 1 : The key issues would be concerned with the brand and the harm to the notoriety and believability of the purchaser, to be specific Adidas and FIFA; the monetary misfortune coming about because of the abrogation of requests; the stoppage of future requests given the negative attention; the effect of this antagonistic exposure on the mind of the customers. A more profound level of talk would concentrate on the other key characters at the firm level, the local level, the national level, and the universal level. As a football producer, the emphasis was on Adidas and FIFA's reaction. The noteworthy effect for Adidas was on the brand, notoriety, and believability of the organization alongside the related effect on present and future clients. FIFA, the donning body, was another key performer. A football is not only an item; it is an image of sportsmanship. A substantial number of the sport's supporters are youngsters and amid the World Cup season, various footballs are purchased. Thus, such media scope would have a negative effect on the amusement and the coordinators. Tyke work is a universal issue. The Indian Government has endorsed a considerable lot of the worldwide traditions on tyke work.

Question 2: Could any single producer unquestionably ensure to Adidas and FIFA that the balls had been fabricated without the hand of a child included? Recognize the diverse components of the production network in the assembling of footballs. Go past tyke work and recognize the key CSR issues.

Answer 2 : No single producer could promise that no kid had touched the footballs with the end goal of production. The explanation behind this is the various channels through which acquirement happens as a piece of the store network – stitchers supplied to mediators, numerous stitchers worked for numerous brokers, and the go between additionally supplied to distinctive producers. For the avoidance of kid work from the games business, SGFI selected SGS India Pvt. Ltd. It screens every single sewing area, and if any youngsters are discovered sewing footballs, SGFI swings into action, and ensures that these kids are included in the social security program.

A few makers, likewise, had their own generation focuses. It was, likewise, important to recognize tyke work and kid work. In various families, since ladies line at home, it was not exceptional for a child of around 11-14 years to get the exchange.

Question 3: How did SGFI turn into a success? What were the variables that added to the adequacy of SGFI?

Answer 3 : The proactive orientation of the manufacturers/exporters to counter the negative image created is one of the most important factors that contributed for the success of SGFI. Since Adidas and FIFA were the consumers from different countries, they conjointly suffered harm to their reputations as well as severe monetary losses, and a cooperative effort was doable. For SGFI (CSR), the main target was on doing one thing helpful for the mothers, fathers, and for their children who were operating as child labour. SGFI put in great efforts to own a modification within the angle and awareness of the community with respect to child labour. SGFI started numerous CSR initiatives such as NCLP faculties, MUSKAN (private tuition centres), SHGs, free computer education, SMST program, and so forth so that the youngsters could get an acceptable education, health care, and social protection services.

Implications and Conclusion

The sports goods industry of Punjab migrated from Sialkot, Pakistan to India, and could flourish in India because of skill sets, tireless efforts, and entrepreneurial orientation of the migrants. Most of them were first generation or second generation entrepreneurs who started from scratch in India and proved that entrepreneurship is the key to successful business ventures along with land, labor, capital, and technology. Globalization recreated challenges for them, but most of the manufacturers preferred to stand firm with innovative practices, flexible strategies, and adopting practices as per the macro environment. Trade associations like Sports Goods Foundation of India facilitated their efforts to compete globally, and successfully implemented programs for the common cause, and could emerge as a solution based NGO for the sports goods industry.

CSR is an idea by which organizations bring together social and ecological concerns in the business operations and in their connection with their partners on an intentional basis (Commission of the European Communities, 2001). A cutting edge hypothesis of CSR is the partner hypothesis; this hypothesis expresses the thought of the social tradition, which holds that CSR is a segment of terms of regular comprehension among business and society. These terms have encountered vital changes as of late, including a more broad corporate commitment to the contiguous groups .

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APPENDIX - 1. Name of the Listed Member Companies with SGFI

Sr. No.	Name of the Company
1	Akay International
2	Anandco Sporting Corporation
3	Avran Exports
4	Behari Lal & Co
5	Beat All Sports
6	Bhaizada & Sons
7	Brightways Exports International
8	Cosco (India) Ltd.
9	F.C. Sondhi & Co (India) Pvt. Ltd.
10	Freewill Sports Pvt. Ltd
11	Hans Raj Mahajan Worldwide
12	Hans Raj Mahajan & Sons
13	Kamal Brothers
14	Legend International
15	Mayor & Company
16	Rattan Brothers
17	R.K. Mahajan Exports
18	RKM Worldwide
19	Ranson Sports industry
20	Sakay Traders
21	Sanspareils Greenlands Ltd
22	Sarve Parkash & Co
23	Sports Syndycate
24	Savi International
25	Sharma Exports
26	Soccer International Pvt. Ltd
27	Spartan Sports Industries
28	Wasan Exports
29	Wintex Exports
30	Worldwide Cricket Co Pvt. Ltd.