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**ЕВРОПЕЙСКИЙ И НАЦИОНАЛЬНЫЙ
КОНТЕКСТЫ В НАУЧНЫХ ИССЛЕДОВАНИЯХ**

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The first two conferences were issued under the heading “Materials of junior researchers’ conference”, the third – “National and european dimension in research”.

Junior researchers’ works in the fields of economics are presented in the third part.

It is intended for trainers, researchers and professionals. It can be useful for university graduate and post-graduate students.

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Во второй части представлены работы молодых ученых по экономическим наукам.

Предназначены для работников образования, науки и производства. Будут полезны студентам, магистрантам и аспирантам университетов.

ECONOMICS

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**THEORETICAL APPROACHES TO THE ANALYSIS OF FINANCIAL SITUATION
AT BELARUSIAN UNIVERSITIES****KRYSTSINA ADVAZHNA, SVETLANA IZMAILOVICH**
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The article considers the need for analysis of financial situation at universities in the Republic of Belarus. Shown are the indicators evaluation of the financial condition of the university from the standpoint of various authors.

Rational, effective and economical use of budget funds in budgetary organizations, has positive impact on economy functioning. However, it is necessary to take into account the fact that in the activity budgetary organizations can gain income from off-budget activity. From all set of budgetary organizations, in Belarus the big share of expenses is the share of education, namely of higher educational institutions. Thus, the analysis of a financial condition of higher education institutions will help to reflect information on efficiency of use both budgetary, and extrabudgetary funds, and also to define a financial position of a concrete higher education institution.

The financial analysis is a study of main indicators of a financial situation and financial results of activity of the organization for the purpose of acceptance by interested persons of administrative, investment and other decisions [1]. The financial analysis is carried out for assessment of a financial situation at an enterprise. The financial condition of the enterprise can be defined as the complex economic category characterizing for certain date existence at the enterprise of various assets, the sizes of obligations, ability of the subject of managing to function and develop in changing environment, the current and future opportunity to meet requirements of creditors, and also its investment appeal [2].

The analysis of a financial state consists in calculation of a set of indicators and coefficients characterizing efficiency of activity of the organization, it is the analysis of profit and losses, changes in structure of assets and liabilities, calculations with debtors and creditors, liquidities, stability, etc. For the analysis of a financial situation in Belarus the instruction "About a procedure of payments of coefficients of solvency and carrying out the analysis of a financial state and solvency of management subjects", approved by the Resolution of the Ministry of Finance in Belarus and the Ministry of Economics in Belarus of 27.12.2011 No. 140/206 is used [3].

The instruction of 27.12.2011 No. 140/206 defines a procedure of payments of coefficients of solvency and carrying out the analysis of a financial state and solvency of subjects of managing and is applied concerning the state and non-state legal entities (except the budgetary, insurance companies, banks and the non-bank credit and financial organizations, associations and the unions, the state enterprises), their separate divisions having separate balance, the individual entrepreneurs who have made the decision on conducting accounting.

Information source for calculation of coefficients of solvency and carrying out the analysis of a financial state and solvency of subjects of managing are the accounting reports made according to the resolution of the Ministry of Finance of Republic of Belarus from October 31, 2011 No. 111 "About establishment of forms of accounting reports, the approval of the Instruction about an order of drawing up accounting reports and recognition become invalid for the resolution of the Ministry of Finance of Republic of Belarus of February 14, 2008 No. 19 and a separate structural element of the resolution of the Ministry of Finance of Republic of Belarus of December 11, 2008 No. 187" [3].

It is necessary to pay attention that this instruction is inapplicable for budgetary enterprises, insurance companies, banks and the non-bank credit and financial organizations, associations and the unions, and state enterprises. Proceeding from a research subject, budgetary organizations, in particular, institutions of higher education are in the focus. As for educational system in recent years the state allocates no less than 5% of gross domestic product, expediency of carrying out the analysis of a financial situation of higher education institutions in Belarus and an assessment of efficiency of use of budgetary funds is obvious [3].

According to the Instruction No. 140/206 for carrying out the analysis of a financial state are used given to accounting reports, however forms of accounting reports for budgetary organizations and managing subjects

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differ that doesn't allow to carry out the analysis of a financial state in higher education institutions on coefficients and the indicators similar for managing subjects [3].

In the conditions of a lack of the funds allocated from the budget, for full financing of all requirements of higher education institutions the role of the financial resources received as from implementation of budgetary, and off-budget activity increases. The need of effective management connected with it the budgetary and extrabudgetary resources increases value of the analysis of the financial situation, one of which main objectives is elimination of dependence of economic efficiency of higher education institutions on different indicators [4, p. 129].

We will consider possible approaches to formation of financial performance of an assessment.

The problem of assessing the financial situation has been considered by such authors as Maltsev G.I., Fadeykina N.V., Penchuk E.S., Uvarov T.G., Niyazov M.V., Mitin O.V., Khrustalyov E.J., Arzyakova O.N., Zakharov Y.A., Dolganov V.S., Morozova E.A., Kurbatova M.V., Ishin I.V., etc.

It should be noted that the directions of the financial analysis on most general approach which has developed in theory and practice the financial analysis of activity of managing subjects, are:

- liquidity and solvency analysis;
- analysis of financial stability;
- analysis of business activity;
- profitability and profitability analysis;
- solvency analysis.

However, in majority researches when studying the performance of higher education institutions pay great attention to indicators of financial stability. At the same time, some other directions of the analysis remain unconsidered.

Kelchevskaya N. R. in her research considers absolute and relative measures of financial stability of educational institution.

Calculation of absolute measures of financial stability, is made on the basis of a form 1 and a form of 1-1 accounting reports of Russian Federation. However, in our opinion, calculation of these indicators for higher education institutions in Belarus is, from both theoretical and practical points of view, possible and expedient.

Kelchevskaya N. R. leads to absolute measures of financial stability:

1. Existence of own current assets (including existence of budget funds).
2. Existence of own current assets and long-term loan sources for formation of stocks and expenses.
3. The total value of the main sources of means for formation of stocks and expenses.
4. Surplus or lack of own current assets.
5. Surplus or lack of own current assets and long-term loan sources for formation of stocks and expenses.
6. Surplus or lack of the main sources of means for formation of stocks and expenses.

The author singles out relative indicators of financial stability of higher education institution:

1. Autonomy coefficient which shows a share of own means in total amount of enterprise assets.
2. The ratio of borrowed and own funds – shows quantity of the borrowed funds raised for 1 ruble of own funds.
3. Security with own current assets shows existence of own current assets at the higher education institution, necessary for its financial stability.
4. Maneuverability – ability to support level of own working capital and to fill up current assets at the expense of own sources.
5. Coefficient of the forecast of bankruptcy – a share of net current assets in the cost of all means of educational institution.
6. Wear accumulation – shows degree of depreciation of fixed assets [5, p. 43].

The majority of authors in their research point out four main types of financial stability:

- Absolute – high solvency of educational institution.
- Normal – normal solvency, effective use of borrowed funds, high profitability of activity.
- Unstable financial state – solvency violation, need of attraction of additional sources, possibility of improvement of a situation.
- Financial crisis – insolvency, bankruptcy [6, p. 115].

Yarygina N. A. offers in her research to segment the market of educational services in parameters of educational services and groups of consumers, and also to count indicators of profit and profitability of educational services (formula 1 and 2) [7, p. 123]:

$$P_{profit} = (R_{comm.st.} + R_{budg.st.}) - C_{sp}, \quad (1)$$

where $R_{comm.st.}$ – receipts from commercial students; $R_{budg.st.}$ – receipts from the budgetary students; C_{sp} – costs of specialty.

$$\text{Profitability of educational services} = \frac{P_{profit}}{C_{sp}} \cdot 100\%. \quad (2)$$

However, it is necessary to consider that profit and profitability of educational services according to Yarygina N. A. pay off on specialty, instead of as the whole of a higher education institution [7, p. 123].

Thus, in education, higher education in particular, most part of expenses are expected to be covered by the state. However, in higher education institutions the analysis of a financial state which would reflect efficiency of use both budgetary funds, and extrabudgetary funds, and also the means received from commercial activity (rent, payment of educational services, publishing, etc.) has not been carried out. Therefore, in our opinion, in the country the system of the indicators reflecting financial situations of higher education institutions has to be developed.

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ORGANIZATION OF INTERNATIONAL CARGO TRANSPORTATION AND BASIC WAYS OF IMPROVEMENT TRANSPORTATION

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This article describes and provides methods of management, organization, and improving international cargo transportation. The process of international cargo transportation and the main criteria for assessing the quality of transport service were observed. An algorithm of modeling the international transport network was suggested.

In market conditions, an important requirement for transport-service is timely and quality delivery of cargo. Fulfillment of specific conditions is possible with the use of logistics, that is a specific control algorithm, which uses a variety of economic and mathematical methods to optimize the performance of individual elements

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of the transport process and integrate these elements into a single system. In Belarus lack of development of advanced transport logistics and technological transport systems leads to an increase in transport costs, and as a consequence the loss in the market.

First, it is necessary to understand what the process of organization of international cargo transportation is. This process includes several specific procedures (Fig. 1).

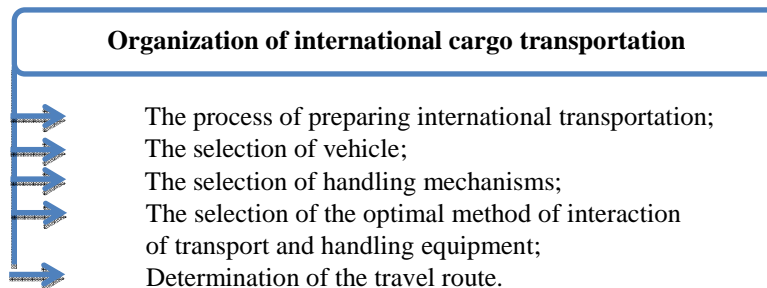


Fig. 1. The process of organizing international transportation (my own research)

Besides, the organization of transportation includes planning of cargo transportation, operational management, payments for transportation, accounting and transportation control.

Thus, the organization of international freight - is a very complicated and multi-step process that does not only consist of handling mechanisms. Special skills and knowledge requires an uninterrupted process of organization of cargo transportation.

To make a decision we should take into account both quantitative and qualitative factors of the organization. The main criteria for assessing the quality of transport service are presented in Fig. 2.

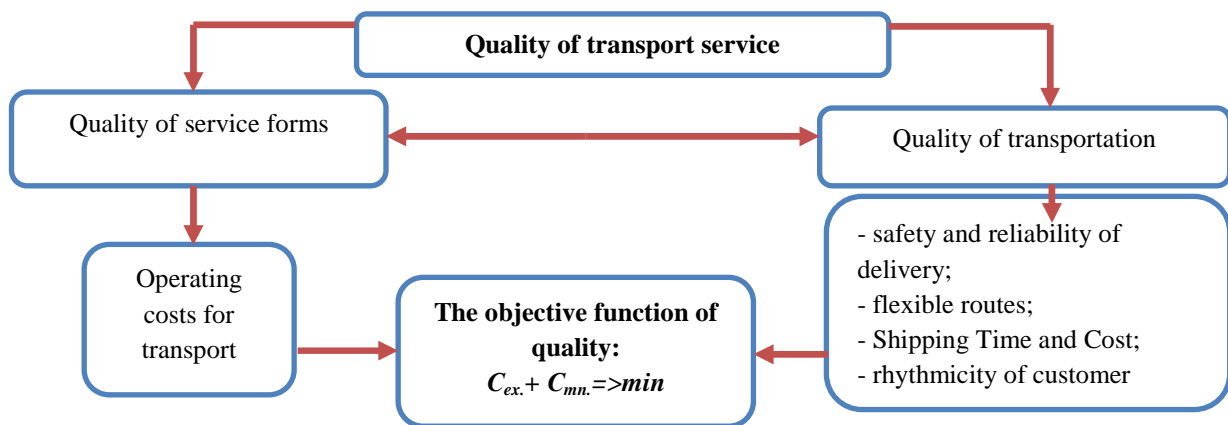


Fig. 2. Criteria for assessing the quality of vehicle servicing (my own research)

Thus, when evaluation of quality of transport services happens it is expedient to take into account such factors as quality of cargo transportation (shipping, flexibility routes, etc.) and quality of service forms.

Quality of transport is a specific set of system properties, that determine its ability to meet the needs of organizations in the transport service at the lowest cost. If the quality of the forms of organization of the transport service in the form of the objective function must be reflected, then it will look as follows (Formula 1):

$$C = C_{op.} + C_{pr.} => min, \tag{1}$$

where $C_{op.}$ – operating costs associated with the acquisition and operation of rolling stock, thousands; $C_{pr.}$ – Costs associated with primary production downtime due to lack of transport, thousands.

Cargo transportation is a challenging and complicated process, that requires professional approach and organization skills. To get a good quality service you should consider a number of specific points that would avoid negative results.

Transport is one of the most important objects in the application of economic-mathematical methods and computer equipment. The nature and conditions of work of organizations engaged in cargo transportation has radically changed with the emergence of market relations. The work of freight forwarding organizations gets extensive development.

Application of economic-mathematical methods and computer equipment for the planning of cargo transportation by automobile transport or the other way of transportation is currently not widely developed in Belarus.

The most commonly accepted solution of the following tasks:

- Consolidation of consignees for senders (consumers for suppliers) to reduce transport activity in tonne-kilometers;
- Consolidation of automobile transport customers (clients) for vehicle organizations to reduce zero runs;
- Planning of rational transport routes for bulk cargo by linking oncoming cargo flows to reduce empty runs;
- The distribution of rolling stock and handling mechanisms on routes in order to reduce waiting times and waiting times under loading-unloading;
- Payment of shift-day shipping transportation plan for hourly charts in the construction of the method of "mounting with wheels" with the aim of reducing the total distance;
- Determination of the shortest distances and routes to reduce the total distance [1].

Transportation planning with the help of economic-mathematical methods and computer technology, implementation of the results of calculations in the practice of automobile transport organizations provides reduction of the run of rolling stock. This means that the economic effect is achieved by reducing variable costs. Besides run, reduction of transport work in tonne-kilometers is achieved when rationally consumers are consolidated for suppliers, i.e. reduced and labor costs have been attained. All this leads to considerable reductions in transport costs.

When planning transport it is necessary to determine the values of the distances between a large number of senders and consignees, as well as between these points and road transport organizations. Most common are two ways of determining the distances:

- Direct measurement in the terrain speedometer when driving along the route;
- Measurement of distances on a map (plan) city or area manually using curvimeter.

The advantage of the first method lies in high precision measurement (from gate to gate), the disadvantages are all in large material and labor costs, as well as the need to adjust the speedometer depending on tire wear, tire pressure and so on. The second method was the most widely used due to the small time for one measurement of distance with sufficient accuracy of results, simplicity and security in the use of simple devices and tools.

However, both of them have a serious drawback – the lack of guarantees that the selected measurement performer route between the given points is the shortest. This lack is significant if there are multiple options of the route between two points, it is possible in determining the distance between the rather distant points in the dense road network of modern cities.

Scientific basis for solving such problems allows us to give a mathematical graph theory which proves that the choice of the route of movement, especially in areas with a dense network of roads, streets and highways, is a multiple-choice task, having a set of feasible solutions, but only one optimal [2].

The set of all driveways (streets, alleys, avenues, embankments, etc.) make up the city road network. In the same transport network based on many of such passages that have significant value for transport, the most suitable routes (in terms of width of the carriageway, pavement quality, etc.) and business traffic must be taken into account. The model of the network is represented in the following graph. At the top of it is the situation in the city, where it is of high importance to determine distances or routes for vehicles. Usually at the top of deciding of the transport networking and routes lie settlements. In the model transport network links edges, as those are called, display drives or segments that are subject to a direct link between the points selected as vertices. Technological process modeling the transport network and the programming of calculations with electronic devices is shown in Fig. 3 [3].

The result of the process of modeling the transport network and the programming of calculations should be the object matrix of national territories, so it is necessary to develop two packs of programs – a transport modeling program and a simulation program for traffic:

- Analysis of traffic on the roads in the country, constructions alongside traffic, traffic simulation;
- Analysis of the geographical location of traffic routes - places crossings, technical capabilities, limitations, and intensity of use;

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- Creation of a computer model to carry out simulation of traffic to test different situations in the study area;
- The calculation of the data traffic flow must consider the impact of the traffic on environment and land use.

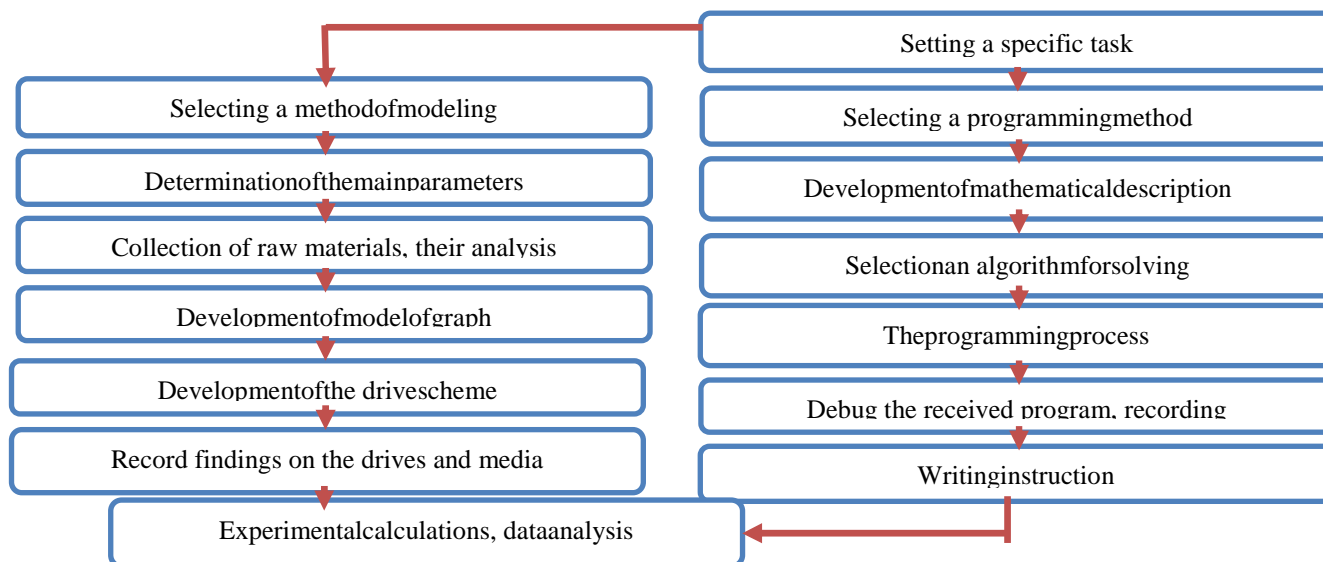


Fig. 3. The process of modeling the transport network (my own research)

Implementation tables of the shortest distances in the practice of transport organizations and the use of these data tables for transport planning, rational routes, allowing run cars, payroll contributes to a sufficiently large reduction in the total mileage and costs as a consequence.

The difficult economic situation in Belarus requires immediate actions by the government, solutions of many problems related to international freight traffic, and identification of ways of improving the industry. Efficient economic decisions is the key to successful development of the national transport system at the global level.

Development of international cargo transportation depends on the transport and logistics infrastructure, not only in Belarus, but also on the border with the neighboring countries, as well as cross-border cooperation between them. In this connection such issues of the national transport system such as:

- transport policy development of cross-border freight traffic;
- estimate cross-border cooperation in the development of freight transport;
- development of transport and logistics infrastructure on the border with Poland, Lithuania and Latvia, should be considered.

Development and modernization of the transport system in Belarus requires foreign investment. But the problem will still not be solved, because investors do not want to invest in the economy because of its unpredictability, due to the unpredictability of the national legislation. Investments require a good technical condition of roads, well-developed infrastructure, etc. Measures should be taken to develop transport and transport systems. Lower taxes to the carriers need to be introduced to maintain roads in good condition, technically equip the transport sector, attract investments into the Belarusian economy, the development of transport. The state of economy depends on how the government will treat the problem of transport.

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THE METHODOLOGY OF ENSURING ECONOMIC SECURITY IN SUPPLY CHAINS

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In the article it is determined that the economic security of supply chains functioning in the long term comes from the necessity of constant enhancement of law-enforcement measures. The necessity to constantly supervise the safety of the supply chain through the consolidation of efforts of the state, private and public institutions on the basis of the principles of the ISO 28000 standard has been revealed. The analysis and generalization of researches on theoretical approaches to supply chain management have allowed to develop the author's methodology of the ensuring of the economic security functioning supply chain.

The ensuring of economic security functioning in supply chains in the long term comes from the necessity of constant enhancement of law-enforcement measures to identify, prevent, combat and disclose any encroachments on the property.

Application of the methodology of the ensuring of economic security functioning in supply chains is especially acute in the developing countries, where there is an impressive industrial potential and as a consequence high level of competition. For example, in Russian Federation there are actively issued decrees aimed at achieving the security of society, including its economy, such as the Decree of the President of Russian Federation N537 from May 12, 2009 "National Security Strategy of the Russian Federation until 2020".

In the Republic of Belarus the situation is slightly different: there is not much competition between manufacturers, but also accepted the decrees aimed at ensuring global security.

In modern conditions arise fundamentally new relationship participants in the creation of accessory costs, are formed chains and networks of deliveries of foodstuffs, medical products and others as separate systems which quality starts from raw production through finished products, transportation, consumption and up to recycling.

On the one hand, in Belarus there is a strong competition of manufacturers and as consequence, insufficient efficiency of the ensuring of security in supply chains is marked at realization of tasks "strategy of national security", and on the other, regardless of the competition, an organization (enterprise) should take measures to ensure security of their product more actively due to constantly changing market conditions.

In 2007, with adoption of the new international standard on the security management of supply chains ISO 28000 the use of the concept which could strengthen the ensuring of security of material flows has become feasible. ISO 28001 discloses the best practice concerning security management of supply chains. In the modern conditions at objective transition of economy from the capitalization concept to the concept of stability with conformity to the requirements of this standard is extremely important for normal functioning of organizations (enterprises). It is also possible to say that the standards of the ISO 28000 series are integrating standards on management in the conditions of turbulent environment where the key purpose is stability [1].

The basic direction of the problem resolution of ensuring security in supply chains is seen to consolidate the efforts of the state, private and public structures on the basis of the principles of the ISO 28000 standard.

The supply chain is a difficult object of management that demands all-round studying of conflict situations between the interests of participants, strategies, tactics, ensuring of security on the basis of the modern scientific concepts, new models and methods, with obligatory consideration of international experiences. The ensuring of security in supply chains should become one of the management tools.

It is necessary to notice that in reception of a certificate of management system for the security of supply chains ISO 28000:2007 the following enterprises are the most interested parties: importers and exporters of products, customs and freight brokers, carriers, operators of container terminals, railway stations, airports, sea and river ports, warehouse complexes, freight forwarders, distributors [2, 3].

The international standard ISO 28000 was developed in response to the demands of industry of standards on security management. Its ultimate goal is to improve the security of supply chains. It is a management standard of high level that enables organizations to create a complete security management system of supply chain. In accordance with the requirements of the standard an organization should estimate their working environment from the point of view of ensuring security, and also specify, whether adequate measures

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of ensuring security have to be taken and whether there are already obligatory requirements to ensure the security which the enterprise operates with [2, 3].

Security management is connected with many other aspects of business management. These aspects include all types of activity and systems of balanced indicators which influence the security of the supply chain. All of them should be considered directly at the point where they influence the security management including transportation of goods in the supply chain.

The international ISO 28000 standard is applicable to any enterprise, irrespective of its amount and type of activity which is in one way or another involved in the supply chain and wishes to implement a system of security management, in order to ensure an adequate level of security of the supply chain or its parts.

The advantages which organizations (enterprises) receive at introduction of management systems are doubtless only when those systems comply with the requirements of the ISO 28000:2007 international standard [3, 4, 5]:

- reducing the number of security breaches, the amount of damage from security breaches, theft and smuggling on transport;
- realization of effective control and risk management in relation to security threats applicable to a type of activity;
- strengthening the image and reputation of the reliable partner in the market of the given goods (services);
- optimization of the expenses of maintaining an adequate level of security of the supply chain (or its part) due to systemic use of the internal resources allocated for security;
- alleviating the reception of the status of conformity to the requirements of programs of security of national customs organizations (for example, the status of the European authorized economic operator (AEO) or partnership in the C-TRAT programme);
- possibility of creation of the integrated management system thanks to exclusively high degree of harmonization of the ISO 28000 standard with the ISO 9001 and ISO 14001 standards;
- more effective interaction with interested parties on security issues and their knowledge including activity at choosing the contractor (the supplier).

The certification of the organization on conformity to the requirements of the ISO 28000:2007 international standard is consistent with the actions of public authorities, directed towards realization of positions within the law called "Transport security", the purpose of which is to ensure the security of objects of transport infrastructure and vehicles.

It is also necessary to note the importance of carrying out patent search for organizations (enterprises) which are aimed at production of new products, or have invented something new during their activity.

The patent researches are conducted:

- at the development of scientific and technological forecasts for long-term planning of science and technology;
- at the preparation of applications for the design and adoption of product;
- at creating objects of technology (research and development);
- at exploration and production.

The purpose of researches is search and selection of objective data to ensure a high technological level and competitiveness of technology objects, use of modern scientific and technological achievements and elimination of unjustified duplication of researches and developments.

Thus, the methodology of the ensuring economic security and functioning of supply chains (Fig. 1) includes a number of related activities, such as partial or complete introduction into practice of an organization (enterprise) the ISO 28000, ISO 9000, and other standards, with the view of the need in patent searches with all what implies subsequent actions.

However, it is important to understand that there is no clear-cut methodology of ensuring economic security and functioning of supply chains in organizations (enterprises). Certainly, there are standards which register substantive provisions of ensuring economic security, but each organization must constantly monitor not only its position in the markets (its competitors), but also be aware of international practices in this area, and, whenever possible, to adopt decisions to ensure economic security of supply chains which could be most efficiently adapted for their organization (enterprise).

Methodology of ensuring economic security and functioning of supply chains
Partial or complete implementation of the ISO 28000, ISO 9000, and other standards in the performance of an organization (enterprise)
Conducting patent searches, if necessary with all the ensuing follow-up actions (drawing up of the patent for own inventions, creation of an industrial pattern, trade marks with the help of specialists)
Monitoring the condition of industry (sphere) in which the organization (enterprise) operates, international practices in the field of the ensuring economic security and functioning of supply chains
Increase in the level of technical equipment in the organization (enterprise), application of licensed software products
Carrying out activities that contribute to the best possible results in the field of ensuring economic security and functioning of supply chains (for example, lectures and seminars for suppliers, clients, and personnel)

Fig. 1 Methodology of ensuring economic security and functioning of supply chains

Source: developed and compiled by the author

Thus, the ISO 28000:2007 standard is an international standard developed by the International Organization for Standardization (ISO) in reply to the requirements of the global business community to strengthen the security of cargoes, vehicles and objects of the transport infrastructure from threats of terrorism, smuggling and plundering. The main objective of this standard consists in strengthening transport security and unification of requirements for the management systems of security (MSS).

Implementation and certification of the management system for the security of supply chains allows the organization (enterprise) to get assurance that its supply chains function in safe conditions, and also shows proofs of the reached level of security for all interested parties, including potential customers.

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UDC A4

THE ROLE OF FOREIGN INVESTMENTS IN THE ECONOMY

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In recent years, foreign direct investment in the world economy becomes increasingly important. Their influx importing countries significantly out-pacing global trade and production. almost all developed and developing countries to actively involve its economy to foreign investors. Rapid growth in exports of capital reflects the objective requirement of the development of technologically sophisticated and high-tech industry.

Since the early 1990s, the concept of globalization has become very popular. Magazine "Naish" wrote in 1996 that globalization is a major political phenomenon of our time [1, p 7].

Currently in the world there is a tendency to strengthen the integration process between any two countries. This is particularly relevant in the context of a larger when it becomes a member of WTO, when the opportunity arose to locate production in countries with cheaper labor and lower tax rates, and the development of international trade has opened up access to cheaper resources. Modern times are characterized by internationalization and globalization of production and economic exchange between states. Therefore, more and

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more countries began to use foreign resources for the development of the national economy. Motives are both growing volume of interstate movement of capital and urgent need to mobilize the country's foreign exchange resources from abroad to improve the balance of payments and investment to overcome the recession.

Usually, foreign investments include all types of property and intellectual property invested by foreign investors in the business objects or other activities for profit [2, p. 7].

Foreign investments - are investments by foreign legal entities and individuals financial and material resources in a variety of objects for profit or achieving social effect [3, p. 57].

Commonality of all the existing definitions is that they are described by capital investments abroad, carried out with the aim of long-term foreign investment – have a direct influence on the activities of the company (investment object) in order to profit in the interests of the investor.

Under the above definitions, we can distinguish the following main forms of investment:

- establishment of branches and the creation of subsidiaries;
- equity participation in the company's management with the acquisition of certain shares;
- equipping of investment material and financial resources;
- reinvestment of profits from investment objects;
- acquisition of buildings and land [4, p. 6].

Foreign investment has played a special role among the forms of capital movements.

Capital is one of the factors of production and represents the accumulated reserve funds in a productive, money and commodity forms necessary for wealth creation.

International movement of capital is based on its international division as one of the factors of production – historically developed or acquired concentration of capital in different countries is a prerequisite for the production of certain goods, more cost effective than in other countries.

The international division of capital is expressed not only in the provision of various countries stockpiles of material resources required for the production of goods, but also differences in historical traditions and experience of production, the levels of development of commodity production and market mechanisms, as well as a cash and other financial resources.

V.D. Schetinin examines two approaches to the interpretation of the essence of international capital flows.

For economists, international capital movement - a movement of one of the factors of production, based on its historically developed or acquired concentration in individual countries, the economic premise of the production of various goods and services more efficiently than in other countries.

For political economists – is relatively abundant space mainly financial resources abroad for systematic obtain higher profits in a country where capital is placed (most consistently manifested in the Marxist-Leninist political economy of the Soviet type, but there are a lot of comparable surrogates in the so-called political economy of developing countries) [5, p. 188].

Foreign investment can be classified according to various criteria.

The most detailed classification is (Table 1) [6, p. 77].

Table 1 – Classification of Foreign Investment

Classification feature	Kind of foreign investment
Depending on the assets in which the investment of capital	- real investment ; - financial investments; - intangible investments
Forms of ownership of investment resources	- public investment; - private investment; - mixed foreign investment.
Depending on the nature of use	- business investments; - loan investments.
Depending on the object embedding investment	- foreign direct investment; - portfolio investments; - other investments.

It is believed that foreign direct investment in comparison with other types of foreign capital have several advantages.

The first examples of FDI refer to the seventeenth century. and linked to the activities of the British East India Company. The bulk of investments before the Second World War was circulated between Europe and

America. It was during the 1918 – 1938 years. opened the first branch of U.S. companies Ford and General Motors in Europe, as well as in Latin America and Asia [7, p. 533]. After World War II, and especially since the early 1960s. began a rapid growth of FDI, which were carried out in the form of cross-investment between developed countries.

The following figure shows FDI inflows, by region and economy for the years 2009 – 2012 [8].

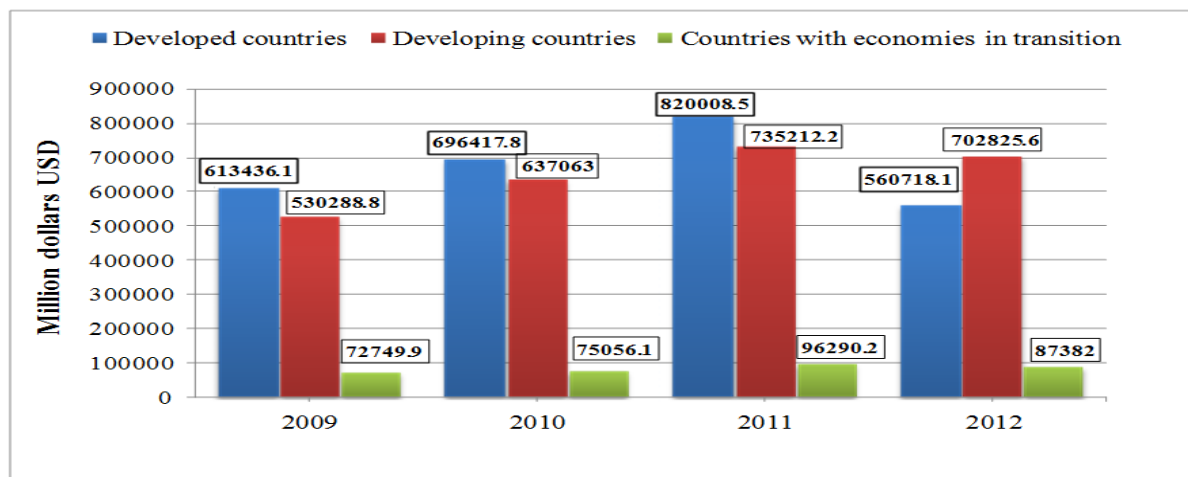


Fig. 1. The inflow of foreign direct investment, by region and economy for 2009 – 2012

The most common definition of FDI in modern literature often uses the wording of the World Trade Organization (WTO): FDI is a type of investment in which its own assets located in another country (the recipient country), subject to (save) control over these assets [9, p. 16].

It is believed that foreign direct investment can achieve much more positive effects in their host countries compared to portfolio investment:

- delivery of advanced foreign technology, organizational and managerial skills, R & D results, embodied in the new technology, patents, licenses, know-how, etc.;
- increase employment, skills, productivity of the local workforce;
- development of import-substituting production and reduction of foreign exchange expenditures on imports;
- expansion of exports and foreign exchange earnings;
- increase in tax revenues in order to broaden public funding and other social programs;
- improving living standards and purchasing power;
- use of higher environmental quality standards, improving access to clean technology, reducing the overall level of pollution;
- development of infrastructure and services;
- increase confidence in the country, which will attract new foreign investors;
- increased competition in the national economy and reducing its monopolization;
- improvement of the socio-cultural situation in the country, the spread of international standards, not only in production but also in the consumption;
- creates new jobs [10, p. 19].

For various reasons, including but as stated above, direct investments have a significant impact on the world economy and its core - international business. From an economic standpoint, from the standpoint of firms is:

1) providing a stable market for themselves, either directly or as a springboard for entering the markets of third countries;

2) formation of its international corporations (domestic market), certain sectors, which are located in different countries, resulting in the process of internationalization of production and capital complemented internalization;

3) inclusion of his interest in international relations at the regional and broader international level;

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4) recognition of international investment as an important factor of international cooperation while respecting the generally recognized principles of non-interference in internal affairs and international relations of the partner countries, equality, mutual interest and respect for national traditions and cultural investments host countries, the rights of workers.

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UDC 330.322:657= 111

INFORMATION SUPPORT OF EFFICIENCY ANALYSIS USING REAL INVESTMENT

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This paper conducted research investment, particularly investment cycle and its stages. In order to develop an effective method of accounting proposed expanded to new investment cycle stage. This would allow an analysis of investment for the projects and investments by stage of the investment cycle, which in turn will determine what type of investments the most profitable and at what stage is the investment project in a certain time interval.

Investment activity plays a key role in fundamental economic processes occurring at the level of the whole economy, and at the level of individual organizations. From its qualitative and quantitative characteristics the productive capacity of the country depends on efficiency of its functioning, the sectoral structure and reproduction of social production -oriented policies of socio-economic development of society.

Determination of economic efficiency of investments necessary in dealing with long-term objectives of economic development, the implementation of social production in major scientific discoveries and inventions, new forms of modern technology, with involvement in the trafficking of new natural resources.

Evaluating the effectiveness of investments is the most important stage in deciding on the appropriateness of an investment project. The matter of objectivity and comprehensiveness on which this assessment has been carried out depends on terms of return on invested capital, its profitability and the rate of development of an organization [1, p. 119 – 120].

Any property (including money), as well as property rights are investments where the owner or user of this property puts them in an object with the aim of making a profit and achieve a beneficial effect, that is engaged in investment activities [2, p. 9].

Investment activities in accordance with the Investment Code of the Republic of Belarus refers to the activities of the legal or natural person or the state (administrative-territorial unit of the State) to invest in the production of goods (works, services), otherwise, used for profit (income) or achievement of other significant results.

The basis of the investment activities of the organization is a real investment. In most organizations, it is investing in modern conditions which is the sole focus of investment activity.

Efficiency (economic and social) is the ratio of the economic or social impact on the cost of achieving it. Schematically this can be expressed as follows:

$$\text{Economic efficiency} = \text{effect (result)} / \text{cost of its receipt or resources used.}$$

As an incentive to investing organizations is their desire to obtain a significant profit. Then, *ceteris paribus* – the realization of these aspirations will depend on the amount of income received (the part that will be used for the modernization and expansion of production). There is a direct relationship between income and opportunities for investments. However, future income from current investments will depend on the return that could conceivably widen each unit of invested funds. Only on the basis of the expected rate of profit, the organization will decide on additional investments. Investments will be beneficial to the point until the expected rate of net profit will exceed the real rate of interest [3, p. 61 – 62].

Igonina believes that the movement of investment includes two basic stages. The content of the first stage of "investment resources – investment" is actually investment activities. The second stage "investment - investment results" contemplates the realization of costs incurred and income resulting from the use of investments. It characterizes the interconnection and interdependence of the two essential elements of any kind of economic activity, costs and their impact.

On the one hand, economic activity is associated with an investment, on the other hand, the appropriateness of these investments is determined by their impact. Without income, which is not a motivated investment activity, allocating investment resources is carried out to increase the advanced value. Therefore, investment activities can be broadly defined as the unity of the process of investing resources and income in the future.

When investing in capital values in the real economic sector with a view to the organization of production on stage movement investment payback takes the form of individual circuit production capital cost of sequential change forms. During this movement a finished product is created which embodies the capital gains from the sale of which revenue is generated.

Investment activity is a prerequisite for individual circuit that means a business entity. In turn, the activities in the field of production creates preconditions for new investments. From this perspective, any type of investment involves the processes of ongoing activities. Speaking on the surface phenomena as relatively separate spheres investment and current activities, however, are essential components of a single interrelated economic process [4, p. 25 – 26].

Investments in investment activities make the circuit: investment assets, depreciation, profit-investment.

The movement of investments has a constantly recurring nature as income, which is formed by the attachment of investment resources into investment activity objects, each time splits for consumption and accumulation, which serves as the basis for the next investment cycle.

The investment cycle is the period of time between investment planning and justifiable project indicators. This cycle needs for versatile comprehensive analysis of the financing of the project and take appropriate decisions. In practice, the investment cycle is divided into different stages [5, p. 319]:

- pre-investment – development of ideas, problem analysis, concept development investments;
- investment – an investment project documentation development, tendering, procurement of material values, construction and commissioning works, experimental and industrial operation created an investment;
- operational – the use of an investment;
- liquidation – the dismantling and disposal of the investee.

Each of these four phases are in turn subdivided into stages periods which have their targets, the methods and mechanisms of the issues, and problems investment process at this stage.

When an investment project is being developed, a feasibility study is conducted, then a market research and selection of suppliers of raw materials and equipment are both performed, negotiations with potential

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investors and project participants are carried out. There may also be legal registration of the project and issue shares and other securities. As a rule, at the end of this phase there should be obtained a detailed business plan of the investment project. In case of positive results, the project is implemented which leads to the situation where costs incurred are capitalized and included in the pre-production expenses with further reference to the cost of production through the mechanism of depreciation.

At this stage, the circuit starts with searching of investment sources, i.e. conversion of capital investment. Capital, which later will participate in the circuit, can be fixed and working.

The next period of time is allotted to the investment stage. The principal difference between this phase and the previous and subsequent phases is, on the one hand, in the start of actions that require more costly and irreversible (purchase of equipment, raw materials), and on the other hand - the project is not yet able to provide its development at their own expense. At this stage, permanent assets of the company are being formed. Some associated costs can be partially attributed to the cost of production, as deferred expenses and partially capitalized as pre-production costs [6, p. 8].

With the launch of the main equipment or acquisition of real estate, or other assets, begins the third stage of development of the investment project, which is an operational phase. This period is characterized by the onset of production or provision of services and relevant ongoing costs.

During the period, the object returned as an investment cash flow consists of profits depreciation, revenue from the sale of unnecessary assets and other income. At this stage, the circuit part of the investment cash flow from investing activities is again reinvested, i.e. used as working capital. As a result, the economic activity (finished products) comes to sales.

The final stage of the investment cycle is liquidation. It is associated with the end stage of the project, when the goals are achieved or possibilities inherent in it have been realized. In this phase three problems are solved. The first problem is that of eliminating possible negative effects (mainly environmental) of the fulfilled or terminated project. The second problem is the release of working capital and the reorientation of production capacity. The third task is the analysis and evaluation of the project, its effectiveness, compliance with the set of goals that have been achieved, the degree of reliability of forecasts, reliability of the techniques of assessing the investment project [7, p. 203].

In order to develop an effective method of accounting for the formation of information flow on the creation and use of objects of investment activity in the accounting practice of analysis is offered to domestic organizations.

Since the investment activity is a dynamic process of the national economy, an accounting document is intended to reflect, within the limits of accounting, a proposed investment cycle divided into the following stages:

- mobilization of resources;
- conversion of resources into investments (investment assets);
- the use of investment assets in business to generate income.

Generalization has been made in order to develop an effective method of accounting for the proposed expanded investment cycle with new steps, such as mobilization of resources, conversion of resources into investments (investment assets), and, finally, use of investment assets in business to generate income.

This would allow an analysis of investment for projects and investments at different stages of the investment cycle, which in their turn will determine the most profitable types of investments and the time when the investment project can take place with a certain time interval.

Directions for further research in this area are:

1. For each stage of the investment cycle it is necessary to determine the elements of investment and give them as objects of accounting a feasibility study; develop a methodology for their reflection in accounts allowing to identify and summarize the data in the framework of accounting.
2. Develop additional forms of financial statements for investment activities, which will form the information that characterizes investment opportunities for business, their implementation and ensuring high efficiency of investment activity.

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UDC 338(476)=111

DEVELOPMENT OF METHODOLOGY FOR ASSESSING THE INNOVATION POTENTIAL OF ORGANISATIONS IN THE REGION

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Nowadays, one of the main aims of any organization is to increase innovation component of growth. It is also necessary to move to intensive development, what is always connected with introduction of new industrial technologies and output of rival products, because it is not enough only to increase industrial scale to reach competitive advantages in the market. But, in fact, there is a problem, connected with the lack of complex researches, methodical developments and conceptual approaches to assessment the innovation potential and its effective use. So the research of innovation capacity is a topical problem for all modern organizations.

To value innovation potential it is possible to use indicators, which represent [1]:

- scientific technical potential or the number of staff members, who has a scientific degree; number of rational proposals per capita; number of patents, etc.
- signatures of commercialization– the part of a new production in general output, number of license agreements, etc.
- duration of work;
- innovation characteristics of management system, i. e. the way of stimulation innovation activity at the enterprise; participation of administration in the innovative projects; level of latitude, which is provided for the participants of innovation activity.

Abroad for valuation the innovation potential indicative and index methods are used, which are based on the assessment of different qualitative and quantitative variables. At the bottom of analysis of integral indicators can be used three western models, which have shown good results in data acceptance as well as in the analysis at macro and meso levels [2, p. 107]:

- the Boston Consulting Group, a leading international company, specializing in management consulting;
- european Innovative Scoreboard 2011 – European innovation scoreboard index is the implement of European Commission, which was developed within the framework of Lisbon Strategy to provide comparative appraisal of innovation activity in the EU;
- innovation index EIU (Economist Intelligence Unit), British Research Company, the analytic department within Economist, a British magazine, and also recommendations on the development of innovation programs, which are approved by the decision of the Government Commission on High Technologies and Innovation.

In order to form the indicators, which can show innovation potential, there is a summary table of all the signatures, which are used in this three foreign models (Table 1).

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Table 1 – Indicators in foreign models of valuation the innovation potential

Indicators and signatures	European Innovative Scoreboard 2011	The Boston Consulting Group	Innovation Index of the Economist Intelligence Unit
1. Innovative costs	+	+	+
1.1. Tax remissions on R&D		+	+
1.2. State R&D financing		+	+
1.3. Education level	+	+	+
1.4. The quality of labour force		+	
1.5. The mechanical skills of labour force			+
2. The effectiveness of innovations	+	+	+
2.1. Investments in R&D		+	
2.2. Publications	+	+	
2.3. Export of high technologies	+	+	+
2.4. Labour capacity		+	
2.5. Increase in employment		+	
2.6. Investments	+	+	
2.7. Economic growth		+	

Source: [2, p. 107].

In all the models there are innovative costs, education level, and export of high technologies. Such indicators as the number of patents, license agreements, know-how, trademarks, and amount of financing R&D by the state are also used in foreign practice.

Due to analysis of these three models it is possible to arrange into two groups the signatures, which show the innovation potential: **research and technology**, providing progress, development of the organization and **production-financial**, indicating bankroll and efficiency of innovation activity (Table 2). The list of indicators guarantees all necessary and sufficient information about the condition of innovation potential in the organization.

Table 2 – Indicators of integral valuation of innovation potential in the organization

Component indicator	Identifying code
1. Research and technology module (NT):	
1.1. Number of patents and the other intangible assets (licenses, know-how, trademarks, technical projects and samples, including applications for patents annually), pcs.	NT1
1.2. Number of patented products and technologies over the last three years, pcs.	NT2
1.3. Number of labour force with a scientific degree,	NT3
1.4. Number of labour force concerned with research,	NT4
1.5. R&D budget, mln.rub.	NT5
1.6. Amount of extraneous finance used for R&D, mln. rub.	NT6
1.7. Volume of orders on R&D, received from extraneous organizations (IHE, RDE), pcs.&mln.rub	NT7
1.8. Amount of own finance used for R&D, in percentage terms from income, without regard to budgetary funds.	NT8
2. Production-financial module: (PF):	
2.1. Number of implemented innovations	PF1
2.2. Rate of innovation production, mln.rub	PF2
2.3. Gross volume cost (capital and current) on the innovations, mln.rub	PF3
2.4. Number of gained patents, technologies and the other objects of intellectual property over the last three years, pcs.&mln.rub	PF4
2.5. Export volume of innovation production	PF5
2.6. Gross volume cost on the equipment, devices and gadgetry with the operating life up to five years in percentage terms from general amount capital cost.	PF6

Source: in-house development based on [2].

It is possible to analyze business priorities of JSC "West wood-processing company" using indicators from table 2 and represent it at the following model (Fig. 1).

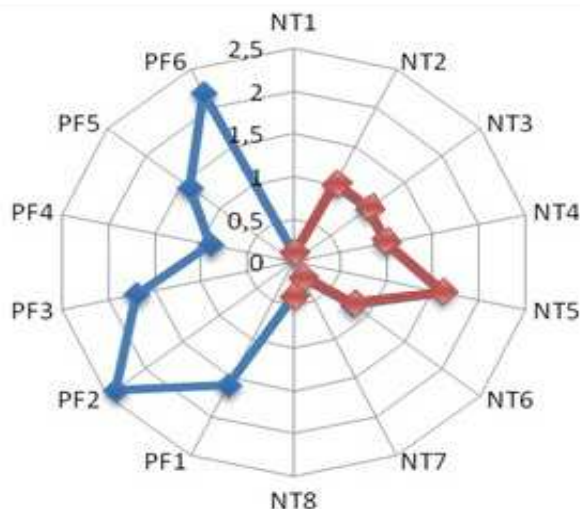


Fig. 1. Indicators of innovation potential JSC "West wood-processing company" in 2012.
Source: in-house development based on table 2 and data of economic activity of JSC "West wood-processing company" in 2012

As we can see in figure 1, production-finance indicators prevail, so business priorities at JSC "West wood-processing company" include improvement of business process aimed at resource conservation and product line modification.

Integral valuation of innovation potential allows consolidate heterogeneous multitude of indicators into one roundup indicator, which gives an opportunity to compare innovation potentials of different organizations and regions.

There is a matrix on the interpretation of assessment innovation potential of the organization (Fig. 2)

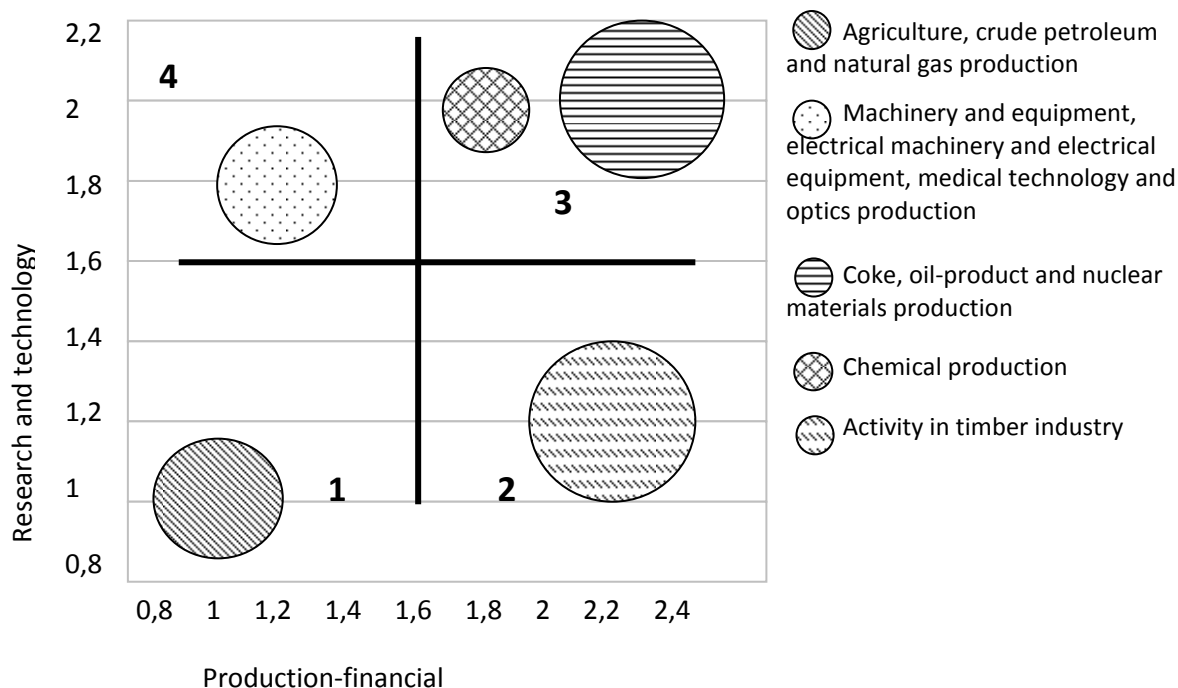


Fig. 2. Suggested matrix form of innovation potential of the organization.
Source: in-house development

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Each of quadrants is described in terms of research and technology and production-financial modules. There is a short description of all quadrants at the Fig. 3.

<p>Quadrant 4 "Research workers" Organizations with developed R&D infrastructure, but with weak manufacturing capabilities.</p>	<p>Quadrant 3 "Winner" Organizations with the best innovation potential</p>
<p>Quadrant 1 "Loser" Organizations with a very low innovation and production-financial potential.</p>	<p>Quadrant 2 "Manufacturer" Organizations, which are susceptible to innovations, but have no R&D infrastructure.</p>

Fig. 3. Grouping and placement organization innovation potential in quadrants of the matrix

Organizations, located in quadrant "Winner", have allocated resources for the implementation of innovation. Innovation priorities are as follows: development of process innovation, introduction of new or improved process for the production, development on this basis new products, as well as research and development of new lines of activity. Internal infrastructure innovation represents a relatively large number of employees engaged in research and development. Implementation of innovation is one of the main priorities of business activity.

Thus, the proposed methodology based on integral assessment of innovation potential can determine the innovation capacity of an organization, using the system of indices and indicators to estimate the innovative potential of the organization, assess the current implementation capacity (driving dynamics in the matrix), conduct a comparative analysis of the innovation potential of an organization. The advantage of using this method is determined by the fact that it interprets the innovation potential not just as the sum of its indicators, but as an integral complex, located in an objective liaison.

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UDC 338.2(567)

THE ECONOMY OF IRAQ IN THE ISLAMIC ECONOMIC MODEL

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This article deals with an important aspect in the development of the economy of Iraq, the implementation of the 5-years' National Development Plan (NDP). The article reveals the features of Touhid economics, studies the Islamic economic model, based on the provisions of the Koran and Sunna, which arose in the Middle Ages thanks to the works of Muslim jurists.

Economic growth in Iraq in 2011 was one of the highest in the Middle East and North Africa. Its GDP growth in real terms, according to the IMF, was 9.9%, in 2012 – 11%, in 2013 – 13,5% and in 2014 is projected to 15%.

Of course, such high growth is largely explained by the low starting point. Decades of wars, foreign intervention, wave of terrorism and violence, sanctions and underinvestment heavily damaged the Iraqi economy. Virtually every sector – from health care, education and housing to electricity and water supply – requires huge investment and recovery. More than 30% of the eligible population is unemployed.

Lack of electricity and poor infrastructure, which is destroyed or completely absent, hinder the development of the industry. A significant part of the population of Iraq is in distress: revenues of more than 20% of Iraqis are estimated at a level below the poverty line. At the same time, having a large oil and gas reserves, Iraq has significant potential to become again one of the most prosperous economies in the Middle East and to rebuild the economy, if, of course, Iraq is able to overcome many economic and political problems that the country faces.

In 2010 in Iraq the realization of the 5-years' National Development Plan was launched, providing an investment of \$ 186 billion. It is anticipated that \$ 100 billion of this amount will be obtained at the expense of the federal budget and the remaining \$ 86 billion from foreign and local investors. Sectors of the economy to which the National Development Plan gives priority in terms of investment include: oil production, power generation, agriculture, transport and communications. Alongside with this, the NDP includes a number of social tasks, particularly, the creation of 3 – 4,5 million of new jobs to reduce unemployment that is at a high level, the reduction of poverty by 30% in comparison with its level in 2007, providing housing to the low-income population. Diversification of the Iraqi economy, reducing of over-reliance on hydrocarbons and the development of other sectors (industry, building, etc.) – this is another important goal emphasized in the development plan of the country

The achievement of all the objectives stated in the NDP will largely depend on the growth rate of production and export of Iraqi oil, the incomings of which form more than 90% of all state revenues. In 2011, Iraq received about \$ 83 billion from oil exports, which amounted to 2,17 million barrels per day (b/d) with the extraction of 2.8 million b/d. By 2015, it is planned to raise extraction to 4.5 million b/d. The most important condition for the implementation of the planned projects in the oil sector and other sectors of the Iraqi economy is to attract enough of foreign investment. In 2011, foreign direct investment (FDI) in Iraq, according to U.S. research firm Dunia Frontier Consultants, rose to \$ 55,7 billion, which is 40% more than it was in 2010. At the same time 23% of the total FDI was invested in oil and gas sector.

According to MEED Projects, starting from the I quarter of 2010, Iraq has signed contracts with foreign companies worth a total of \$ 70,1 billion for projects in various sectors of the economy (infrastructure, oil and gas extraction, power industry, manufacturing, housing etc.). Attracting the foreign direct investment and the purchase of machinery, equipment, vehicles and other goods in Iraq are carried mainly through a bidding system. In this regard, it is important to note that the Russian organizations, firms and companies virtually don't participate in tenders declared in the country. However, the first in more than 20 years Russian-Iraqi Business Forum held in September 2012 will help, as its members hope, to change the situation for the better.

To avoid abrupt changes in the management of Islamic economy, it is necessary to use the basic elements of the banking system, which is based on principles of the modern Islamic banking - international Islamic financial institutions.

Islamic economics, or the Islamic economic model is a relatively new concept, formulated in its final form only in second half of XX century. In 1947, there have been published several studies that set out the view on a certain ideal system that meets the requirements of Shariah. They are "Islami Ma'ashiyat" by Sayyid Manazir Ahsan Gilani [1], "Economics of Islam: a Comparative Study" by Shaikh Mahmud Ahmad [2] and "Islam and economic establishments" by Mohammed al-Ghazali [3]. But the term "Islamic economy" was finally established in the scientific literature only since the mid-1970s.[4]

The implementation of the *touhid* model is inconceivable without an Islamic state, which acts as a conductor of Shariah economic principles to life. As for the Islamic economic model in a broad sense, the creation of an Islamic state as a basis, and not as a super structure, is declared by Muslim jurists' Sunni desirable but not a prerequisite for the implementation of the principles out lined above. In practice, this means that the supporters of *Touhid* model, before embody it postulates in life, should attend to the creation of an Islamic state, where all spheres of public life are subject to Shariah. Consequently, the existing experience of a large number of Muslim and non-Muslim countries to create a separate Islamic financial institutions in the context of *Touhid* economy is actually irrelevant.

However, as it turned out, even the assertion of Islamic government cannot guarantee the success of Shariah economic model. As you know, politics often hurts the economy, including countries with an Islamic form of government.

But not only politics interrupt the implementation of the *Touhid* model principles. The economic conditions made impossible its realization. *Touhid* economy was poorly adapted to carry out serious economic reforms in the spirit of Islam, as some members of the clergy would like. After the victory of the Islamic Revolution the country's leaders did not have an exact concept of socio-economic development in the spirit of Islam. Banisadr's ideas due to objective reasons, but rather due to subjective reasons, were not good as the theoretical basis for structural change, even on the scale of the financial sector, like in Sudan and Pakistan, and

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other authors have not formulated a comprehensive and capable of being put into practice theory of development in accordance with Shariah.

At the same time, the experience of other Muslim countries in the islamization of the economy almost was out of sight of Iranian economists. Policy of autarky, or self-reliance, really most suited for the implementation of certain provisions of Touhid economy. But with the change of economic policy and deviation from principles of autarky under President Akbar Hashemi Rafsanjani (1989-1997) in the 1990s Touhid model no longer fit into the realities of the economic development [5].

Islamic nature of the economy in Iran continues to be maintained only at the declarative level, but in the modern system of economic relations in the country it almost cannot exist. In such circumstances it would be appropriate to expect from Shiite scientists the revision of the concept of Islamic economics in the broad sense (ie not only Touhid model, that the country has declined in the 1980s), taking into account the changing economic realities. But this still has not happened.

It seems to us that the Iranian experience in the islamization of the economy not only does not give a complete picture of the Islamic financial system, but also misleads the unprepared reader about its real possibilities and perspectives. Based on the results of our analysis of the reform of the islamization of financial sector in Iran [6], one can conclude that both the financial sector and national economy of the state in general can not be characterized as Islamic. In practice this means that a number of conclusions related to Islamic finance in Iran, should be revised [7].

Experience of implementation of Islamic principles in Iran's economy is important not only for the State, but also for other Muslim countries. One of the key conclusions to which a researcher of Touhid model in Iran comes is that the concept of Islamic economics is not universal. There are differences in theory and in practice between different versions (interpretations) of Islamic economics. Often these differences can be fundamental.

A striking example is the difference of opinion regarding the conditions under which can be used Islamic economics. Based on the Shiite understanding of Islam, Touhid model means that the concept of Islamic economics can be realized only in an Islamic state, where all spheres of life are subject to Shariah. This, in particular, may mean that in the light of Touhid model the establishment of Islamic banks and other financial institutions in the non-Muslim country is unacceptable. As well as causes questions the establishment of Islamic financial institutions in the Western-style financial system in Muslim countries.

At the same time, experience shows that even in a state that claims to be called a Muslim, under the current system of global economic relations, implementation of the principles of Islamic economics in full is difficult to realize, or, to be more precise, it is impossible. Rejecting the scenario of economic development in accordance with the precepts of Touhid model back in the 1980s., Iran desperately needs a new concept of economic development that takes into account not only the provisions of Shariah, but also modern economic realities. Otherwise, Iran's economy will remain Islamic only nominally, that would be misleading not only outside researchers, but also those Muslims for whom the words about inadmissibility of loan interest in all its forms is not just a slogan, but a guide to action [8].

The final formation of the Islamic economic model in its present form began only in second half of XX century. By that time, most Muslim countries have long been forgotten provisions of Islamic law designed to regulate economic aspects of the lives of believers. Intensive analytical work carried out by Muslim scholars in the 60s. of XX century, led to the emergence of the first financial institutions attempting to implement the provisions of the Islamic economic model in practice.

Originally ideologists of the Islamic economic model driving her to the three basic provisions: the prohibition of riba (usury), compliance with the order of succession in accordance with Islamic law and the payment of zakat (alms-purifying tax levied on able-bodied Muslim men in favor of needy co-religionists). Basing his theoretical research on these "three pillars", theologians have tried to build an economic system that is pleasing to Allah.

For example, they considered insurance inadmissible because it contained elements of riba and gharar (uncertainty unacceptable in transactions). Therefore, Muslim scholars have suggested the use of the mechanism of zakat, appealing to experience of medieval Muslim community, where this tax did sometimes served as Social Security. However, it soon became clear that the possibility of zakat is not limit less. That is why the idea of takaful (Islamic insurance) began to develop in the Muslim world, where the relationship between the insured and the insurer, as well as in a number of operations carried out by Islamic banks, are based on a system of participation in profit and loss. Thus, insurance relations overcome the element of usury. In addition, the Islamic insurance takes into account peculiarities of inheritance under Islamic law, while in the western insurance (or traditional, as it is called by Muslim scholars), the order of succession is often violated.

The second attempt to implement Islamic economic model was more successful. In 1975 in the United Arab Emirates started working "Dubai Islamic Bank." In the same year in the framework of the Islamic Conference was founded the Islamic Development Bank - an international financial institution that coordinates the economic and social development of Muslim communities around the world. In 1979 in Sudan appeared the first in the world Islamic insurance company. Muslims were able to centrally pay taxes such as zakat and ushr (tithe). Pakistan even passed a special law regulating the procedure of collection and distribution of these taxes.

Currently, almost all countries where there are significant Muslim communities function, the institutions based on the provisions of Shariah. The undisputed leader in this field for more than two decades is Malaysia. Here, were adopted specific laws governing Islamic economics and finance, for example, the law on Islamic banking in 1983, Takaful Act in 1984 and other. Muslim economists and lawyers continue to develop new types of institutions and services. As a result, Islamic banks and insurance companies offer their customers the same services as similar (non-Islamic) financial institutions. The difference lies in the mechanism of these services, so some researchers consider the Islamic alternative to Western economic model.

However, is not quite correct to reduce the whole concept of Islamic economics exclusively to Islamic banking and insurance. These spheres of business activity received the greatest development in the modern world, because it is in the traditional banking and insurance sectors where the provisions of Shariah concerning the prohibition of usury and unacceptable uncertainty in transactions are most clearly violated.

It is also important to consider that in recent years, Islamic financial institutions have shown interest in non-Muslim customers. For example, in Russia representatives of other religions willingly use the services of "Badr-Forte Bank" operating on the basis of Islamic principles. Founders of Islamic insurance company, which should begin its work at the end of this year in St. Petersburg, expect that its customers will not be only Muslims.

Sociological polls indicate that not only Muslims are deprived of the opportunity to realize their plans in the existing economic model for ethical reasons. The same applies, for example, to the Orthodox. Even if ethical imperatives underlying the Muslim economic theories are not common for all the followers of traditional religions, but they are clear to them. It lays a solid foundation for the further work of Islamic financial institutions in the world. Perhaps that is why a number of these institutions do not have in the title the word "Islamic", thereby pretending to the universality of its services.

Hard to say what will be the Islamic financial institutions in the XXI century, how much they will be effective from the economic point of view. One thing is certain: traditional banks and insurance companies have now competitors, forcing them not to forget the moral and ethical aspects of business in the pursuit of profit.

There are many definitions of Islamic economics, but there is no a universal one. Here is the most accurate definition of Islamic economics: the way of organizing economic life of society based on the provisions of the Koran and Sunnah, as well as n conclusions of Islamic legal doctrine.

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7. For example, according to the report of Ernst & Young on the development of the global takaful industry in the world, Iran is a leader in the development of Islamic insurance among Muslim and non-Muslim countries. However, the authors of the report in their conclusions were based on an incorrect thesis that all Iranian insurance companies operate in accordance with Islamic principles, as long as the entire financial sector is officially considered as islamized (read more about this: *The World Takaful Report 2011*//[http://www.ey.com/Publication/vwLUAssets/World_Takaful_report_April_2011/\\$FILE/WTR2011EYFIAL.pdf](http://www.ey.com/Publication/vwLUAssets/World_Takaful_report_April_2011/$FILE/WTR2011EYFIAL.pdf)).
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THEORETICAL ASPECTS OF PRICING AND ACCOUNTING IN PROFESSIONAL SPORTS

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The article is devoted to pricing and accounting in professional sports. The article researches the issues of commercial use of human resources as an asset in the modern practice of professional sports and sale deals of athletes.

Recently sport has become an important sector in the economies of many countries, including the Republic of Belarus [2]. In economic literature the study of the problems of sports is often in the sectoral aspect. However, according to A.A. Nikiforov [1], the use of the term "industry", which characterizes the isolation of the area of activity, caused by an expanding division of social labor, in sport is not right. All industries have grown out from production, forming a definite number of independent homogeneous enterprises. Sport, however, is a socio-economic complex, which is implemented on the one hand, to the social state program on formation of physical culture of the person, on the other hand, entrepreneurship of athletes and sports officials, the purpose of which is the production of sport show, acquiring the form of goods.

Special object of purchase and sale in sport are professional athletes. All movements of professional athletes off the club to play for the national and international teams carried out mainly on the basis of economic interests.

The transaction of purchase and sale of athletes differ significantly from other trade objects, because the club-seller-buyer must not only agree on the price with each other, but also take into account the interests of the athlete, his future compensation, benefits and wages. In other words, transaction transfers of sportsmen should take into account economic interests of at least three parties – the buyer and, the seller and the athlete.

Pricing formation of athletes is a process of negotiation between the athletes' agents and authorized representatives of the clubs. The absence of the usual attributes of trade and determination of market prices in professional sports is associated with: special ways of qualifying a professional athlete, a special status of a professional sportsman and a high degree of risk. Pricing formation of athletes V.V. Galkin [3] allocates two groups of significant factors: of a subjective and objective character.

Under the subjective factors are supposed circumstances related to the individual perception of the athlete individuals or specific conditions that emerged in this club, region or country. They could be current situation on the transfer market in both sport and a subjective assessment of talent and prospects of the athlete.

When determining the price of an athlete his estimator and buyers use a number of objective factors, which allow giving an unbiased assessment of the professional qualities of the sportsman: medical examination, sports-technical testing and psychological testing. In a result of passing of all necessary surveys, inspections and tests, the potential buyer receives objective data on one or another athlete.

In modern professional sports more is often used the assessment of the athletes on the complex of the significant parameters on the basis of which lined special ratings. They greatly facilitate the pricing for athletes, being one of the basic criteria of athletes' evaluation, but it is not the only instrument to determine their rates [3].

The issue of commercial use of human resources as an asset in the modern practice is a complex and multifaceted problem, both theoretical and applied: human resources can be sold, and therefore should have assessed values. In accordance with the fundamental principles of accounting, assets are controlled by enterprise economic resources, the cost of which can be objectively measured and the use of which is likely to bring profit in the future. Let's consider this aspect with reference to football.

Man is an important link in the economic activities of the football clubs and arguments that the players are assets, are that these funds represent future economic benefits for which the compensation was paid out. In this case the advantage is the contribution to the football team, which in the future, perhaps, will be transformed into a cash inflow. The most valuable assets of football clubs is their human resources, as in some cases the entire value of the assets of the club may be less than the total cost of players.

As in all organizations in football clubs exist also contracts of employment. By signing the contract, the players are not allowed to leave the club or play for the other team without the permission of the club. The control is one of the fundamental criteria of the recognition of the object of the asset. Control is an accounting concept, similar to the legal concept of ownership. In this case, the person is under the control of the entity.

Of the concept of value, it follows that if the company did not pay for purchased article of the asset, it will usually not be reflected in the accounting records as an asset. However, the costs of purchase of players can be reliably determined, thanks to the existence of an active market, where the club has the possibility to sell the player, trade, rent, or distribute the concrete future economic benefits pertaining thereto, without the disposal of the future economic benefits.

Thus, there are two compelling reasons for the representation of human resources in the financial statements. First, external users need the information for the real evaluation of the financial situation of the enterprise. Secondly, the players meet the foregoing criteria for recognition as assets. However, recognizing the human as asset, the task is arisen to give the most generalized guidance about players.

In modern accounting practices there are four methods of representing human resources in the financial reporting - an indication in the report of the Chairman of the Board, the statement of changes in intangible assets, in the explanatory note irreparably by audit Committee or direct integration in the balance sheet. One of the methods of the player's presentation in the financial statements is the capitalization, which means the recognition of the player's obligations before the economic entity intangible asset.

There are different methods of identification of cost such as primary cost, the cost of replacement and cost of alternative expenses. Each of them has its pros and cons. However, this case is less complex according to its content, because there is an active market, where annually players is bought and sold. And that is why football clubs can capitalize players at the purchase price.

To establish the correspondence between income and expenses acquisition costs distribute for the entire duration of the contract, and do not include the cost of the current period. In this case, it is called depreciation. Non-current assets are typically incorporated in the accounting registers at acquisition cost and are amortized over the whole period of the economic service. Depreciation for the reporting period is recognized as normal business expense. To determine the value of depreciation cost of an intangible asset at the end of its useful life is assumed to be zero if there is no evidence that she may be different.

After the recognition on the balance sheet intangible assets are reflected at prior cost with deduction of accumulated depreciation and impairment loss. Like all intangible assets, players are written off on disposal. In addition, they must be written off, if they will not generate future economic benefits. Profit or loss resulting from disposal of the object as the difference between the company receives at his disposal, and residual value are recorded as income or consumption. To reduce uncertainty, in case if a player leaves the club, creates a reserve for retirement.

In current market conditions it is necessary to take into consideration all the changes, so not to lag behind and monitor the market. The onset of the information age has led to that that at the moment, services and entertainment shows higher growth rates compared to the manufacturing, somewhere the only criterion for evaluation of the economy.

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ECONOMIC POLICY FROM REAL MADRID AS AN INDICATOR OF THE MOST EXPENSIVE FOOTBALL CLUB IN THE WORLD

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The article is devoted to the economic policy of football club Real Madrid. The article considers the issues of revenues, expenses, financial condition, and operating income, financial and marketing policy of FC Real Madrid.

In modern football, the commercial component has long come to the fore and among the leading clubs in Europe, there is a real war for new markets for your brand: the Middle East, Asia, North and South America under scrutiny football giants.

Millions of fans around the world are ready to pay a round sum for the benefit of their favorite team. The lion's share of them is glory hunter. The main instrument to increase the popularity of the club and, as a consequence, the number of its admirers is conducting high-profile transfers.

Resonant transfer is already embodies the successful marketing move: the greater the amount of compensation for the player of the greater public interest in his person and the club, in which he moves.

This has long been a hallmark of the «Madrid»: record transfers in the "Real" Luis Figo, Zinedine Zidane and Cristiano Ronaldo updated each other. Each time a new record to establish the same club Real Madrid. Also costly newbies at different times became Ronaldo, David Beckham, Ricardo Kaka and many others [4].

The Spanish football club announced the most expensive in the history of football transfer, buying Gareth Bale for 101 million euros. According to the information Eppink, funds for the purchase by Bank of Bankia, which is already more than a year is kept afloat only by external aid.

Thus, football transfers actually pay taxpayers, but the "Real" as Bankia, is a virtual bankrupt. Eppink addressed the European Commission with a request to investigate the transition midfielder in the Spanish club, noting that, for example, even stable Deutsche Bank cannot afford to pay for costly transfers for German clubs.

Football market, despite economic difficulties, the amount of transfers annually only grows. The same Bankia, according to rumors, uses Madrid stars as collateral for its loans. If this system is going to collapse, and the cost of players fall, the financial sector will be new problems.

Recall also that in 2009, the Real has already received loans from Santander and Caija purchase of other stars: Brazilian Kaka and Portugal's Cristiano Ronaldo. The amount of loans amounted to 76 million euros, but football club is still not paid [1].

Such approach allows involving in the ranks of his fans personal glory hunter or the other player and the fans, which cannot resist the brilliance of the whole placers stellar names of players to the club, there is again the same – glory hunter.

Another proven way to increase the army of fans and profit growth of the club is conducting summer tours. Real Madrid in recent years relies on the North American market and in particular the US.

Several games in the summer with the local teams, as well as exhibition matches with other clubs of the Old world, which are also not averse to making the American consumer, bring a lot of income, and also allow to arouse the audience's interest to the club in a country where soccer while obviously not on the first roles.

All the steps that the "Madrid" with the aim of increasing popularity of the club, as a consequence, aimed at increasing the sales of goods associated with their brand.

Club merchandise sold in retail stores, Real Madrid, and also through the Internet in large quantities: cups, pens, wallets, bed linen and even children's clothing is just a short list of what you can purchase, leaving the n-th amount in cash of your favorite club. And, of course, t-shirts [4].

Profit from the sale of the club different attributes depends on the demand for it (i.e. the more "Madrid" glory hunter and other supporters, the more purchases they make). However, with the t-shirts situation is slightly more complicated. Real Madrid as well as other football grandees, reluctant to share with the public information on their financial performance. It is difficult to determine how many really earns Royal club from the sale of branded t-shirts.

From the mouth of Florentino Perez, as well as professional Madrid media, is often heard that the income of the club from t-shirt sales are huge and another loud purchase the all-star football player makes them even more impressive. This assertion is questionable in light of the study the largest suppliers of football shape, conducted by Dr. Peter Rohlmann and the German company "PR-Marketing".

So, the most lucrative contract with the manufacturer of t-shirts among the clubs concluded between Madrid "Real" and "Adidas". Guaranteed income from such cooperation in 2012 amounted to 38 million euros. The number of sold t-shirts in 2012 amounted to about 1 million 400 thousand copies, which is also a record [4].

Thus, regardless of the number sold t-shirts Real Madrid receives from Adidas amount guaranteed by the contract. Under doubt the words of the President of Real Madrid still not worth it, because the complete picture about the finances of the club and it is not excluded, that the contract with the manufacturer of t-shirts, there are different bonuses, depending on how many copies of the t-shirts were sold.

Impact glory hunter of economic well-being of Madrid "Real" will no doubt. Calculate the exact amount of the profits «Madrid» from activity glory hunter impossible due to the fact that no one can name the exact

number. However, in the management of the club understand: the more "hunters for glory" from around the world will be able to attract to its ranks, the more income they bring.

The cost of the club of Madrid Forbes estimates at 3,3 billion dollars. Real Madrid has the highest income in the world of sport: for 2011 – 2012, he earned 650 million dollars, and for the past three years the revenue of the club grew by 62%.

The second and third places of the rating Forbes were two other football clubs: Manchester United with a cost of 3,2 billion dollars and Barcelona (2,6 billion dollars). The following six lines of the rating occupied American baseball and football clubs: the New York Yankees, Bronx Bombers and others. 10th place went to London football club «Arsenal» in cost 1,3 billion dollars.

Football club Real Madrid was established in 1902. Coach it is currently Carlo Ancelotti who replaced Jose Mourinho as President Florentino Perez. However, the owners of "Real", says Forbes, are 93 thousand members of the club, which annually pay 195 dollars contribution. Forbes rankings of the most expensive sports clubs since 1998. In the previous three years the first place was occupied football club "Manchester United" [3].

Estimation is based on a set of indicators. The income from the sale of rights for broadcasting the matches, ticket proceeds, proceeds from the sale of club merchandise and other parameters. Taken into account the debt load [4].

Debts of Spanish football for some time are in the focus of public discussion. About them in mass media, there is information about the bankruptcy of some clubs; others are being investigated by the EU authorities, etc. Subject too heavily overgrown hoaxes, inaccuracies, substitutions concepts. So I decided to review financial documents clubs for the 2011 – 2012 season and try to tell what is the situation with debts in the Spanish top clubs really. For example, Real Madrid, Barcelona, Valencia and Atletico Madrid. Compare the two main grandees – Real Madrid and Barcelona. The situation of both clubs is quite tolerant, if not to say "normal". As can be seen, the debts of the fall, and are quite controllable (Fig. 1) [2].

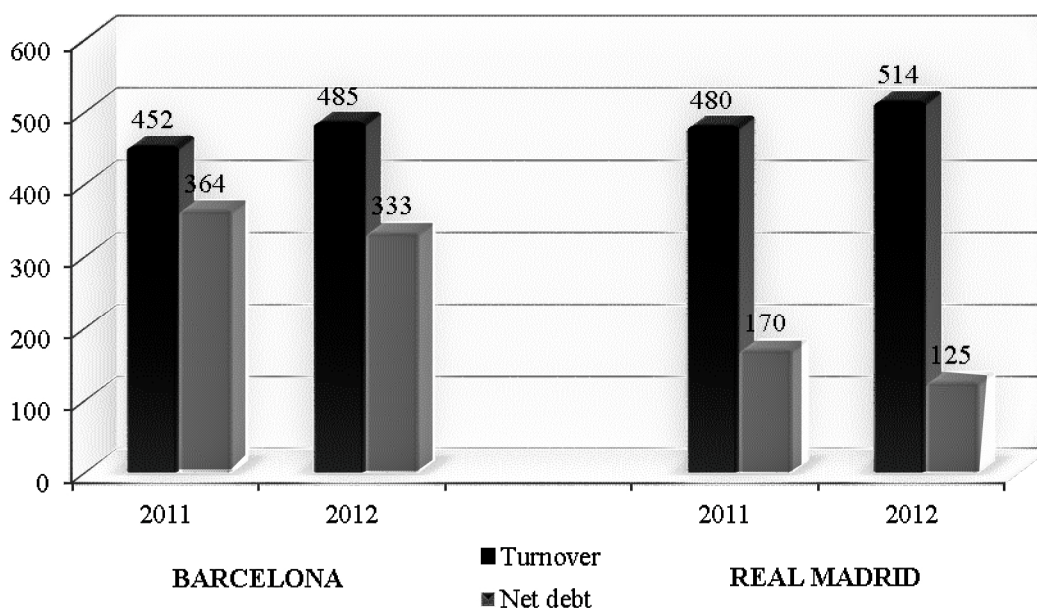


Fig. 1. Debts and income Barcelona and Real Madrid, mln Euro

It should be noted that in the calculations of the net debt of the amount of debt subtracted from the total funds of the club (cash). In this case, between the Spanish grandees significant difference. The real cash reserves amount to 113 million euros. This is one of the largest reserves in football. Of Barcelona, this indicator is equal to 37 million Euro, is the indicator of the average, but normal.

So where are the numbers in over 500 million in debt? The matter is that under this sum up what is called the obligations or the amount of arrears, the loan capital. The fact that this concept is largely for financial accounting. In terms of financial accounting, if you sell season tickets at 100 million euros, this goes to the obligations, because the services have not yet been provided.

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But still, these data are also of value. It is important to maintain the proper balance between its assets and liabilities. Rules of financial accounting optimal, they are optimal for football to be simply can't. Therefore, we can assume that the turnover of the club is much more suitable indicator of some "economic power" and if you look at the level of debt, they need to watch relative to turnover. However, the PZPN UEFA one of the criteria when the club may be punished, this "negative equity" (liabilities more assets), but this is only one of the criteria that necessarily considered together with the other (profitability, the composition of the liabilities). Including because according to the rules of accounting, the carrying amount of own pupils to «zero». For Barcelona it is important, as, for example, Real Madrid, the carrying amount of player's leaves 284 million euros, Barcelona – 143 million, almost twice less, just because Messi and Iniesta are exactly zero (Fig. 2). The reverse side is that clubs with a higher cost composition have a big loss (above amortization) and receive lower profits at resale players (due to the fact that the money is deducted book value) [2].

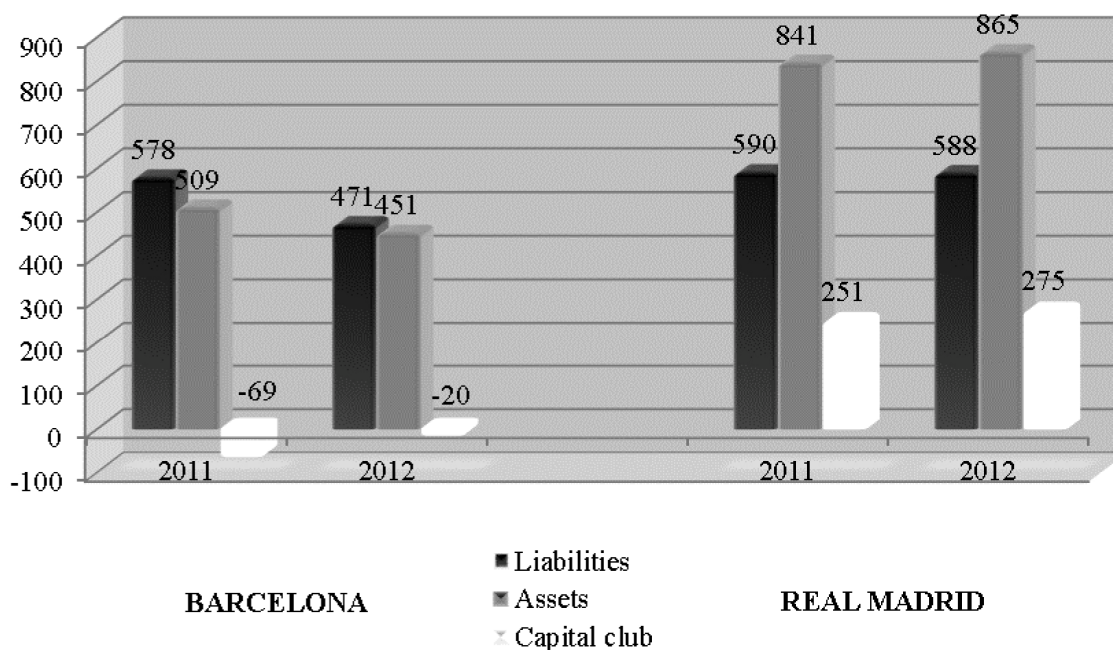


Fig. 2. Balances of Barcelona and Real Madrid, mln Euro

Own capital of Barcelona is negative, but a special problem for the club it is not. Moreover, in short dynamics of the level of debt and falls, the level of capital increases. At Real Madrid, on the contrary, great value, good level of equity, and real constantly increases.

The reasons here are several, and not all of them positive. For example, this is a big investment buying players. But, on the other hand, this greater level of investment in property and high yields, profitability of the club of Madrid.

For the last 6 years Barcelona has lost 15 million euros, while the real 207 million earned.

However, with all amendments, insufficiency of assets is a problem of football. And especially in Italy and Spain, where the clubs often do not have significant assets. It appears in the structure of liabilities.

Most of them, «short», i.e. they need to repay in a year. Partly it is normal, because there are things planned, but on the other hand, it increases risk. Stands somewhere spend much stronger than expected or loss income – and there are problems.

Barcelona has a normal composition of the debt. Debts to banks are not as large and well distributed between the short and long. Net debt, largely fell by eliminating the "football debt" [2].

You need to keep in mind that it is not overdue debt, this is planned payments. For example, the Barcelona sold player and had to pay a small amount of his former clubs on the mechanism of "solidarity" FIFA. Do it immediately, because in the beginning you need to consider a sale and then to calculate the interest deduction to other counterparties. Besides, everyone knows that transfers often tranches are paid. Here's future tranches and go into debt to clubs.

Questions and serious arise for the debts to the state (taxes), the Barcelona this article last few years fluctuates in the range of 30 – 60 million euros, but does not disappear. Debt is for Barcelona small. But he is, and the fact that the tax constantly gives such indulgences, delays are not only clubs, which may be necessary, well and clubs of the rich, the wealthy already alarming and the government of Spain and the EU authorities, who have already started a couple of checks exactly tax debts. Because, in fact, happening public lending clubs. Barcelona has a still low level of such debts [2].

It's worth noting some higher debts real credit institutions, but they also include "stadiums" and the related debt. The real Madrid has much better things to benefit the state, but due to the aggressive transfer policy, more debt to clubs.

In any case, we can see that the situation is far from critical and debts giants quite secured. To assess this can be through the ratio of turnover to net debt. The higher this index is, the more reliable is protected by the club. If it is below 100% is a big problem. 100 – 200 a situation which requires the control. More 200 – 250 "all normal". Barcelona still should control the level of the debt, and Real Madrid can take and the more money you borrow.

But what is important is not only a duty, but also the ability to «service», to pay the interest. There is a special coefficient, in fact, the ratio of operating income (EBIT) financial expenses. It indicates if there is enough club generates profits to pay for the loans.

Grants confidently able to pay for their debts. In fact, Barcelona for two years, three times more money received in the form of profit than spent for financial payments.

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ORGANIZING THE DISTRIBUTION OF INCOME IN THE NATIONAL FOOTBALL LEAGUE

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The article is devoted to the income of the National football League. The article considers the questions of the analysis of the economy of the NFL, the organization of the income distribution in the League, as well as advertising and sponsorship and commercial licensing.

Until 1979, despite the popularity of football in the country, many teams were struggling to make ends meet. The average salary level players League was lower than in baseball, and even hockey. Experts explained that a greater number of players and staff in a team, and a relatively small number of calendar of games in a season.

In 1979, the incomes of all the 28 NFL teams amounted to 326 million dollars, including from the sale of rights for broadcasting the matches 150 million (46%), service – 144 million (44%) and other revenues (Parking; sale of Souvenirs; programmes with advertising in them; interest on capital invested in Bank and others) – 32 million dollars (10%), i.e. the average annual income of each team was about 11,5 million dollars.

In 1982, the NFL has signed a five-year contract with the three national TV companies – ABC, NBC and CBS – 2,1 billion dollars, which brought each team League 17.5 million dollars a year income. Thus, unlike other team game kinds of professional sports, the main sources of revenue of the NFL already in the beginning of the 80s was the sale of rights for broadcasting the games [1, p. 130].

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In the beginning of 1990 NFL has signed a four-year contract worth 3,64 billion dollars with four TV companies average 910 million dollars a year. According to this contract, each team in the League received in 1990 – 26,1 million dollars, in 1991 – 30,0 million in 1992 – 35,2 million, and in 1993 – 39,1 million per team. Even if no one enjoys't it be during this period in football stadiums, and in this case, due to income from the television team is not only able to cover their costs, including salaries of the players, but also make a profit.

In 1998, ABC, CBS and Fox TV concluded with the NFL contract until 2005, a record in the history of the sport amount is 17,5 billion dollars.

In the beginning of 90-ies, it became clear that the cost of TV rights cannot constantly grow revenues from TV advertising became smaller and TV company, broadcasting and professional football, appealed to the NFL with the request to cover these losses. NFL positively reacted to this request, deciding to extend the season two weeks (from 16 to 18 weeks), i.e. giving broadcasters additional two weeks for advertising.

The highest income from television had command "Chicago Biers" (41,3 million), "Dallas Cowboys" (40,9 million), "San Francisco'49" (40,8 million), and the lowest – "Indianapolis colts" (37,2 million) and "Cincinnati Bengal" (37,4 million). It should be noted that in the NFL there are no large differences between the teams in revenue from television, as in the MLB. This suggests that the NFL more efficiently regulates financial relationships with television, based on the key principle of business in sports – business team are partners. Along with the sale of rights for broadcasters League sells law and radio companies, receiving an income not less than 50 million dollars a year.

There are ongoing discussions that the broadcast of the matches on television negatively affects their attendance audience. In the USA this issue is off the agenda in the late 50-ies. For example, football is clearly apparent lack of direct dependence of attendance from their TV broadcasts, although in 1994-1998 TV company aired every year NFL games in the volume of about 1000 people [1, p. 131].

In the second half of the 90s, the average income of the 28 NFL teams amounted to 65 – 70 million dollars. The highest average annual income (about 100 million dollars) received the command "Dallas Cowboys", somewhat less "Miami Dolphins", "San Francisco'49". The main source of income (up to 35 – 45 million dollars) was the sale of TV rights for broadcasting the matches. The second largest source of income was the sale of tickets and season tickets – from 10 – 12 to more than 20 million dollars on the team. Most revenue from the sale of tickets and subscriptions received "Philadelphia Needle", "San Francisco'49", "New York Giants", the smallest – "Tampa Bay", "Indianapolis Colts".

The average price for tickets in 1992 20,1 dollar, the highest prices were in stadiums commands Phoenix (32 dollars), Miami (26 dollars) and Philadelphia (25 dollars), and lowest in Detroit (10,75 dollar), and Buffalo (15 dollars). In 1995-1998, characterized by further growth of prices on the tickets in the groups exceeded the average 35 dollars. Simultaneously, the price has risen for season tickets, which cost ranged in 1999 from 500 to 900 dollars. Note also that the cost of the ticket to the final game of the super bowl in January 1999 was 325 dollars.

Attendance, as in other leagues, tends to a constant increase. Although the rate of growth of attendance for the same period of time lower than in baseball, the average attendance per game in the NFL is much higher. However, up to 100% occupancy rate stadiums audience is still far away. And clubs are undertaking various measures to increase the interest of the audience. So, in clubs NFL appeared attractive girls "cheerleading". Group "cheerleading" accompanied by the statements of the various teams of the NFL clubs to school teams. Their performances have become so popular that even championship among "cheerleading".

Revenues from concessions stadiums are on average League less than 10% of the amount of General revenues. However, for example, in 1994 two of the club had a very large income from this source: the "Dallas Cowboys" – 37,3 million (37,9% of the total income), the Miami Dolphins to 15,4 million (21,3 per cent). In the team, "Dallas Cowboys" revenues from concessions stadium more than in 2 times exceeded the income from ticket sales and approximately the same were in the team the Miami Dolphins. According to specialists, this is a new trend in the football business. We also note that three of the club had no income from this source, and revenues of the four clubs ranged from 0,5 to 1,1 million dollars. It indicates the availability of reserves to increase revenues from this source of many of the clubs and the League as a whole.

In addition to the revenues from TV, sale of tickets and concessions stadiums League and the teams have a significant revenues from advertising and sponsorship and commercial licensing of activities related to contracts for Parking cars, publishing sphere, sale of Souvenirs, the rights to use the symbols of the NFL and clubs for different firms and corporations in commercial purposes and other More than 125 major companies in the USA closely cooperate with the NFL, using the stadiums and the broadcasting of matches to advertise their products. In the early 90s, the company spent over 200 million dollars only on the panel advertising. The League

had also license 350 kinds of goods. In 1988 the sale of goods with the attributes of the NFL amounted to 575 million in 1990 to 1,5 billion, in 1995 – 2 billion dollars, and in 1999 – about 3 billion dollars [1, p. 132].

National football League of the USA has signed a sponsorship agreement with PepsiCo, which will transfer the sponsorship rights from its main competitor to Coca-Cola. Therefore, this agreement is referred to the crucial moments in competition wars of two giants of the market of soft drinks. The amount of the partnership agreement is not officially announced, but according to some, it may be around 300 million dollars [2].

Advertising campaign Pepsi once again sings American football and American athletes. Will soon open a new season of the National football League of the USA, like many of his sponsors, Pepsi launches its advertising campaign.

American football is the most popular sport in the United States. Research company Nielsen estimates that last year NFL championship game was watched by nearly 200 million Americans, and for the Super Bowl watched by almost 165 million people. The contract with the NFL, Pepsi has the right to use the logos of all the teams in their own marketing purposes, which gives the opportunity to brand finding individual approach to different segments of the audience [3].

Pepsico is not the only official partner of the National football League. Sponsorship agreement with the NFL has also and company producing juices Tropicana, which, by the way, belongs to Pepsico. So the position of Pepsico football on the market of advertising will only intensify.

But Coca-Cola is not going to give up: giving rivals, the entire football League, it concentrates its efforts on the conclusion of the sponsorship agreements with each of the football team. Out of 32 teams included in the NFL, 20 have a sponsorship agreement with Coca-Cola, which gives the company the hope to save the profit on a still higher level. The logo of Coca-Cola still accompanies all other professional matches in the USA: NFL, NBA and NASCAR [2].

The total revenue of the NFL in 1994 amounted to 1,7 billion dollars, or an average of 61,8 million dollars on the team, but in 1999 it increased in 2 times. Income growth led to a sharp increase in the salaries of the players. For example, if the average salary per decade (1979-1989 biennium) rose from 78 to 302 thousand dollars, and in 1996 it exceeded 800 thousand dollars and in 1998 amounted to 1,3 million dollars.

Unlike other leagues salary coaching staff is not much below the average player salary. Individual trainers receive a salary much higher than the players. So, the salary of the team's coach "Denver Broncos" D. Rives at the end of the 80-ies was 750 thousand dollars a year. In the mid 90-ies of the most highly-paid coaches were J. Johnson Dallas – 1,4 million, D. Shula – 1,1 million dollars a year. In 1998, J. Jackson signed a six year contract with the team "San Diego Gargers" amounting to 26,5 million dollars; in 1999, J. Barris – five-year contract with the team, the Indianapolis colts in the amount of 20 million dollars [1, p. 132].

A significant portion of the costs of the preparation for the season, the acquisition forms, inventory, at the cost of transportation, meals and accommodation of the players during the games in other cities and administrative expenses (salary maintenance personnel, insurance players, advertising etc.), rental of the stadium.

As the command of the other leagues, NFL football clubs rent stadiums under different conditions. For example, the command "Buffalo Bill" leases "rich stadium, leaving the stadium 15% of the revenues from ticket sales. Income from the lease of 50 lodges at the stadium completely went in the budget of the team. In addition, she also received 50% of revenues from concessions and Parking. Team Cincinnati Bengals" leaves the stadium 10% of the proceeds from ticket sales. Individual commands pay stadiums rent. Thus, the command "Kansas City Chifs" transfers annually stadium 500 thousand dollars getting 95% of the proceeds from the lease of 80 lodges and Parking, as well as 45% of revenues from concessions.

Substantial expenditures requires the content of the scouts involved in the selection of young players and recommending them to the list of "draft". For example, the team "new York jets" has 11 scouts full time and spends more than 1 million dollars on the search for talents. Annually enter features more than 700 young players, but only 450 of them to get a list of "draft", which consists of 12 rounds.

The analysis of the Economics of professional football in the United States would be incomplete without the analysis of its main competition – drawing of the super bowl. Many directories maintain records of the most popular television programs in the country for the whole history of American television. Although the broadcast of super bowl started only in 1967, he's among the most popular broadcasts mentioned 14 times. Usually the super bowl at the end of 90-ies collected 120-130 million viewers.

According to economists, the impact of the super bowl on the economy of the city in which he was held, for the last 7 years was estimated amount of about us 170 million dollars, with the largest income – 227 million dollars brought San Francisco super Cup 1985.

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Former President of NFL B. Kerry characterizes the role of football and the super bowl in the U.S. economy as the grid of pulsing and covering the whole country, and the agent is connected to this network and receives income. He uses the popularity of the game for the sale of their products. Peak business – carrying out of the super bowl. Win the super bowl is not only the prestige of the team, but real wealth for players [1, p. 132].

The budget of the clubs in the League on salaries to the players is placed at the beginning of each season and the same for all clubs. For the 2013 season he is 2,95 million dollars for each club, with a maximum salary in 368,75 thousand dollars, and the minimum 46,5 thousand dollars. Each team sets the salaries of the players thus, to keep within the budget. Under the budget fall salary twenty major players in the team. The purpose of a fixed budget to protect the League of imbalance, in which the individual clubs with a large capital dominate the competition, and prevent uncontrolled spending, leading to financial ruin clubs and, respectively, to the degradation of the League [4].

In addition, rule Designated Player allows clubs to have up to three players, wages which may exceed the stipulated maximum. This additional compensation club pays the player directly, and it is in the budget is not taken into account.

Analysis of the Economics of the NFL shows that the level of organization of the income distribution in the NFL is the highest among all game kinds of professional sports. So, after deduction of the costs directly associated with the holding of the next game of the season, the NFL divides the box office receipts from the sale of tickets for every game on the principle of 60:40, i.e. 60% of income – command, host and 40% – the visiting team. League clubs evenly share revenues from the sale of rights for TV coverage of all the games. Thus, each club NFL is economically dependent on the successful conduct of the Affairs of the League.

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IMPROVING THE QUALITY OF LIFE IN THE REPUBLIC OF BELARUS

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The article discusses ways of accelerating economic growth in the Republic of Belarus. Denotes the growth of potential quality of life of residents of the country.

World practice has accumulated considerable experience in the field of enhancing the prestige and quality of life. Throughout the long period of time the new methods of stimulation are approved at many enterprises, motivating employees to work more effectively. That is one of the most important factors of creating favorable conditions for improvement of quality of employees' life and of using for this purpose methods of close and distant motivation.

Achievement of high level of population's state of health depends on the solution of many problems which are beyond the bounds of medicine and medicine establishments. The personal behavior, economic and social status, the level of education, the housing and other factors have essential impact on the state of health.

Policy in the field of education is the most important component of the state policy, the instrument of ensuring the fundamental human rights and individual freedom. It's also the instrument of increasing the rates of social and economic, scientific and technical development, the humanization of society, the growth of culture,

the level and the quality of life of the population. The educational policy establishes the radical purposes and problems of the development of education on the basis of a social consensus, guarantees their realization by coordinated actions of the state and the national doctrine of education in Belarus.

The main difference between the human capital and physical or financial is that knowledge, abilities, health are inseparable from the person. In the last decade Belarus was the donor of some types of the scarce and expensive human capital (staff of engineers, scientists, programmers). Existence of the sphere of research and development becomes a necessary condition for economic growth as there is an intensive accumulation of the human capital. The formation of its elements takes place within a difficult complex of the interconnected industrial, research and educational structures. For the reproduction of the human capital that includes the staff of engineers, scientists, highly qualified specialists, besides material resources the debugged technologies of transferring of the accumulated experience of intensive exchange of received information and the technologies of the interaction organization in the performance of complex multilevel challenges are required

For the creation of worthy living conditions the state must work time in several directions at the same, that defines a trajectory of the transformation of living standards and the quality of the life of the society, such as: increase of the real income of the population, social payments, the quality of education and medicine, affordable housing, ecological and food safety.

The ways of economic growth acceleration in Belarus can be:

1 The rise in the efficiency. Existing natural resources must be used more effectively. It leads not only to overcoming the unemployment, but also to more effective distribution of resources.

2 The rise in the productive resources. Stocks of productive resources must be increased. The expanding of stocks of raw materials and capital goods leads to more effective usage of labor and technologies, as a result any economic system can displace the production-possibility curve to the right.

Improving the quality of life in Belarus should be based on a specially developed for these purposes the state programs, systems, models, which include a wide range of issues:

- selection and approbation of new forms of organization and motivation of labor;
- improvement of planning of individual and collective activity;
- work rotation;
- participation of the workers in profit distribution;
- creation of "quality circles";
- delegation of powers in decision-making;
- creation of the collective bodies of production management;
- usage of methods of improving the quality of labor life (safety and healthy working conditions, development of abilities, justice, development of labor democracy, professional growth, satisfaction of needs in self-expression, security of the worker).

Models of motivation of improvement of the quality of life and labor activity of workers in Belarus as well as in other countries are constructed in such way as to encourage an individual or a staff for action to achieve personal and collective goals.

In Belarusian economy the prerequisites for improvement of the quality of life in near-term outlook has not created yet. The reasons for this are:

- firstly, in Belarus at present there is no control mechanism of motivation of labor activity, and, consequently, of improving the quality of workers' life;
- secondly, one of the quality of labor life indicators is the level of workers' salary and its trade-wise differentiation. However the destruction of the previously existing mechanism of the remuneration of labor and refusal to the state regulation of a salary did not lead to positive results. Moreover, it has led to the declining in living standards
- thirdly, the quality of life is influenced largely by conditions and surroundings in which work process is carried out. The main task here is the adaptation functioning at the enterprise or employee's workplace, leading to the enrichment of the process of work and the reduction of monotony. Unfortunately, it is necessary to state that these factors in labor activity at the enterprises of Belarus practically are not considered;
- fourthly, in recent years the level of accidents at work and professional illness have increased greatly, which is the consequence of the reduction of the relevant services at enterprises, which oversees the safety of work. This led to decrease in the quality of life;
- fifthly, the conditions, the creation of which promotes worker's personality development, the growth of his qualification, self-expression, independence in decision-making and professional career, contribute to the improvement of the quality of life;
- sixthly, democratization of society assumes both democratization in management and labor organization of workers that presumes the development of new collective forms of the organization of work instead of individual labor organization. World experience showed that development of collective forms of labor

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organization promotes development of democratization in management process, planning, the distributive relation and eligibility of managers.

Paying attention to the necessity of the development of systems of motivation, which has the specific procedures and rules helping to achieve the ultimate goal of motivational system - raising the living standards of workers, it cannot be denied that the effectiveness of motivation appears on each separate enterprise or firm, taking into account their specific features, typical only for the given enterprise. The efficiency appears from the methods of motivation mentioned above and many others. Particularly, the experience of many firms in the most economically developed countries tells about this.

As opposed to other countries, in Belarus the level of living of the population is measured by the social and economic indicators:

- cash receipts and expenditures, their structure and usage;
- the dynamics of the real income of the population;
- the indicators of income differentiation (distribution of the population by income level, concentration of the income, Jeanie's index);
- the poverty level;
- the consumption of food;
- the purchase power of cash income of the population;
- the level of the consumer good basket (subsistence).

Cash income of the population includes payment for work of all categories of the population, premiums, constant extra charges to salary and funds for travel expenses, pensions, grants and scholarships, incomes from a financial system and others.

Cash expenditures include expenses on goods and services, compulsory payments and various fees, increase in savings deposits and securities.

The average monthly wage in the field of economy is determined by dividing the calculated wage fund by the average annual number of employees. Aids received from the operating funds of social security, wage fund and average wages are not included.

For providing a worthy level of living in the Republic of Belarus for all segments of the population it is also necessary to:

- create the conditions for the general growth of the cash income of the population, for increasing of their real contents;
- stage-by-stage approximate the state minimum social and labor guarantees to the budget of a subsistence minimum, and in the long term to the minimum consumer budget;
- improve the structure of the income of the population, increase a role of compensation as the most important incentive of labor activity of workers and main source of the cash income of the population;
- improve the distribution of income through the tax system, social security;
- reduce poverty;
- raise the level of social protection of disabled citizens

Further transformations in the system of social protection of the population are required: its adaptation to modern conditions, its approach to ideals and the purposes, proclaimed in the international declarations and norms. Poverty as the social and economic phenomenon is inherent in any society and represents a many-sided problem. For the stable development the reduction of poverty has primary importance.

So, the state policy, directed at improving of the level and the quality of life of the population, should eventually ensure the availability of income of all members of society, which should be enough to meet basic needs primarily through their labor with creating equal opportunities for the application of forces of each person in any field of activity. In case of absence of such possibility it should be done at the expense of the state social support, focusing social assistance to those who are in unfavorable conditions and need it most of all. This should be socially and economically reasonable redistribution of responsibility for personal well-being, moving it from the state to a person and his family.

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MARKETING STRATEGY OF THE NATIONAL BASKETBALL ASSOCIATION: THE IMAGE OF THE LEAGUE

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The article is devoted to the marketing of the National basketball Association. The article considers the issues of specificity of sport marketing, branding of sportsmen. It considers marketing strategy to promote the NBA.

Sport is a show. One of the ways to make money is the branding of the sportsman that is advertising of sports clothing by sportsmen.

For some people sport is only an entertainment for others lifetime project. Someone feels fine without sport, and someone crosses out in a calendar days left until the next match. But do not forget that sport is an excellent ground for business [2].

Sports organizations are able to earn quite a lot of money by promoting products and services on orders of commercial enterprises. They use a variety of forms and means:

- promos during TV programs;
- advertisement panels on the sports arenas;
- advertisements in sports newspapers, magazines, brochures, programs, entrance tickets etc.;
- participation of sportsmen in advertising programs, their shooting in advertising films, videos, etc.;
- announces, accolades and characteristics of popular sportsmen and their coaches about the products of the company-sponsor;
- images of popular sportsmen and sports symbols on products or their packaging;
- distribution during sports events of booklets, badges etc., sale of goods at sports bases and sport facilities;
- widely spread name information about sponsorship of sporting organizations;
- performance of sportsmen in clothing or equipment with the signs of the sponsor (Fig. 1) [1].



Fig. 1. Sponsor logos on the form NBA players

The presence of advertising of primary and secondary product in the system of sport marketing allows to speak about several functions of sports advertising. Meanwhile, the term "sports advertising", the most frequently used in sports circles, contains essentially three different concepts, namely:

- advertising of goods and services, as well as companies that are not directly related to the sport, but due to the latter actively promoted on the consumer market;
- advertising of sport itself and of physical culture;

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– advertising of goods, which have indirect relation to sport, and indirectly contributing to the development of physical culture and sport. For example, of sports equipment, tourist equipment, sports clothes and footwear, actively used by consumers not only during competitions, but also in everyday life.

And although eventually all three types of advertising to a certain extent contribute to the increase of the number of consumers of sports goods, and therefore they are commercial, it seems reasonable to separate them into three different groups: respectively sports advertising, commercial advertising in sport and sports and commercial advertising [2].

In the XXI century every successful athlete has a promotional contract with the company-producer of equipment. And if the uniform of the players in a team sport is always identical, accessories everyone chooses for himself. Once the choice of a great basketball player Michael Jordan played a low-down trick with him. In 1984 he signed a contract for advertising basketball shoes with Nike. Especially for him bright and flashy shoes Air Jordan were created with the colors of the uniform "Chicago Bulls" (namely black and red). NBA – is the best basketball League in the world, banned these shoes, citing their "aggressive appearance". For each game in prohibited shoes Jordan was fined for five thousand dollars, but he continued to play in the shoes from Nike. Jordan did not have to pay fines because the firm did it instead of, managing to use it as an original marketing ploy.

In addition to television contracts, NBA cooperates with lots of companies and organizations representing their products for use at the field and out of it (table 1) [3].

Table 1 – List of the NBA official partners in 2011

Company	Industry
Gatorade	Sports nutrition
Coca-Cola	Manufacture of soft drinks
Nike	Manufacture of the sports goods
Anheuser-Busch	Brewing
Adidas	Manufacture of the sports goods
Southwest Airlines	Air travel
FedEx	The postal business
Electronic Arts	Computer game industry
Sirius XM Radio	Satellite broadcasting
Spalding	Manufacture of the sports goods
T-Mobile	Wireless communication
AutoTrader.com	Internet-shop selling cars
Haier America	Household appliances
Cisco	Telecommunications
Hewlett-Packard	Information technologies
Kia Motors	Automotive
Right Guard	Cosmetics
Taco Bell	Catering
Bacardi	Alcoholic drinks production
State Farm	Finance and insurance

Playground for NBA games is made of strictly certain varieties of trees, among which the monopolist is wood of maple trees. Lacquer to cover of the site should be inspected by a special Commission, before being applied on the surface of the site. Some clubs prefer American firms, and some foreign, particularly German.

For constructions of rings and boards company "Spalding" is responsible, it is preferred when selecting the rings and is the only allowed firm when buying balls used for training and during games. After several cases of destruction of the glass boards NBA changed the construction itself, and now even in a case of a powerful impact on the ring it is impossible to break the board. The official ball for the NBA has changed only once in 2006, when a new type of a ball made of artificial materials was introduced. But after complaints and negative feedback about the quality of the ball from players David Stern decided to return to the former, leather variant of the ball. The remaining parameters and attributes depend personally on the player. Uniform of basketball players is provided by the Adidas Company, but the shoes players choose themselves. [3].

Until the mid-1980s, the most popular shoes in the NBA were sneakers Chuck Taylor All Stars of the firm Converse. However, at this time, more and more players begin to sign exclusive contracts with the different firms-manufacturers. Nike also had many small contracts, however, at the end of 80s it decided to get to the market more actively and signed a contract with Michael Jordan for 1 million dollars. Thanks to this policy in the 1990s 25% of the players signed contracts with Nike, and 60% wore its shoes. In the 2000s, Nike still was a top performer, and the contract with LeBron James shored up its position. Adidas and Reebok are on the second and third place respectively.

Contracts with TV channels translating games of the association are also quite important for NBA. TV partners of NBA are channels ABC, ESPN, TNT. NBA TV channel is a specialized basketball channel financed by the Association itself. The disadvantage of this channel is the absence of right for live broadcasting of matches.

Advertising in the NBA has its important features: it uses different ways to represent individual sportsmen and team sports clubs.

The image of the sport club is formed in direct connection with its achievements. But in the course of time, the fans are tolerant to both victories and defeats of their favorite club. It's advisable to work in close cooperation with fans and to provide them with information in this case the efficiency of promotional campaign will be higher. (Fig. 2) [3].

Attention paid to a single sportsman is closer in comparison a member of a club. And hence the made on him are different: any failure is noticed and commented in the press and on TV. Therefore, personal PR should be more powerful, creative and individual.

Personal PR gives to a sportsman a nice possibility to turn his name into a brand that does not have a direct connection with sport. Thanks to this it's easier to maintain and to promote the brand, – both on television and in the media. We can safely say that personal PR is in the field of show business than in the field of classic sports advertising: here the sportsman is loved and respected not for his successes in sport but for his achievements in other areas [3].

The National basketball Association is a very profitable organization with a network of related industries and organizations. So the players in the NBA and all those who are related to it have to keep the bar of social image high.

The NBA as an organization conducts a very large-scale social mission. The program NBA Cares was founded in 2005 and since then the League, the players and the coaches have donated more than 160 million dollars to charity, have built more than 600 different construction sites for housing, education, and entertainment, and personally players have spent more than a million hours of public works.

The main directions of social activity are programs NBA Fit (propaganda of a healthy diet and lifestyle) (Fig. 3), NBA Green (environmental protection and greening of cities), Basketball without Borders (Basketball without borders – special camps used for rise of popularity of sports, basketball, NBA around the world), Read to Achieve (educational program, reducing the level of illiteracy) and Coaches for Kids (master-classes of NBA coaches). Large international events, whether the Haiti earthquake or hurricane Katrina in Louisiana always resonate with NBA members [3].

It's hard to overestimate personal contributions made by many people associated with the NBA (in the past or present): NBA legend Dikembe Mutombo built a hospital on the outskirts of his native city in Congo, Michael Jordan invested 5 million in school Hales in Chicago, Ron Artest sold his championship ring for 500 thousand dollars and donated all the money to charity, and Blake Griffin donated to the cancer Foundation his car over which he jumped in the course of the contest dunk 2011.

Magic Johnson, after the announcement of being infected with HIV is the most active participant not only in the fight against the disease, but also the elimination of stereotypes about the "inferiority" of people with this disease. Many players, as believers and religious people, also donate a certain amount of money for development and construction of temples and churches; Dwayne Wade, for example, donates 10% of his salary to the Church in Chicago. [3].

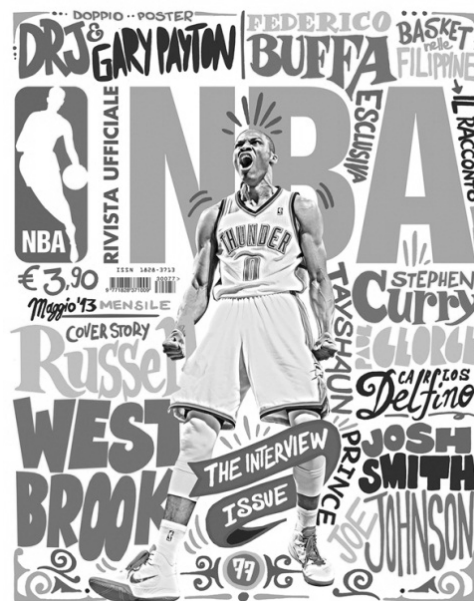


Fig. 2. Logo PR company NBA

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The division of advertising in sport into three large groups: sports, commercial and sports and commercial requires a corresponding definition in the system of sports marketing. Taking into account the grades received in the traditional classifications they should be regarded as types of sports advertising belonging to high divisions in systematics. Accordingly each type includes the types, forms and tools specific to each type of advertising in sport.



Fig. 3. Advertising drinks to the NBA Playoffs

The main kinds of sports advertising used by sports organizations are:

- advertising on top uniform;
- on the sides of the stadium – Billboard advertising;
- use the name of the company-sponsor in the name of the competitions;
- through the leading sportsmen;
- through the national team;
- the title "official sponsor of the Federation" companies or firms;
- participation in events to promote the sales of products of the sponsor;
- ads in magazines of federations.

The most widely spread are advertising on boards and boards on sports arenas – 60%, as well as the title "official sponsor of the Federation" assigned to companies and firms – 71,7%.

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UDC 657(476)

**ECONOMIC ESSENCE OF THE CONCEPT "FINANCIAL RESULT"
AS OBJECT OF ACCOUNTING**

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This article is a result of research of economic essence of the concept "financial result". This research is based on opinions of authors who are presented in the bibliography. Offered definition will allow to bring accounting terminology into accord, will promote formation of the authentic information which characterizes financial result as object of accounting.

In the conditions of continuous development of the market relations in Republic of Belarus an important aspect in accounting of the enterprise is leading of results of its work for the reporting period. According to this approach the profit or a positive financial result is the purpose activity of the managing subject, it is a productive indicator of its work. Existence of a certain level of profitability defines possibility of functioning of the enterprise of any form of ownership. From the point of view of accounting the financial result of the enterprise is a total indicator of differences between the income and expenses in all directions activity. This indicator is the most important characteristic of work of all organization which defines level of its profitability or unprofitability.

At the same time the concept "financial result", being a subject of consideration of many authors, is defined by them not absolutely unambiguously.

The analysis of approaches of authors to disclosure of essence of this definition allowed to allocate its characteristics which are presented in table 1.

Table 1 – Characteristics of financial results

№	Author	Characteristics of financial results			
		Profit	Revenue	Profitability	Activity result
1.	Terkhov M.Yu.	+	-	-	+
2.	Chegovitsyna A.N.	+	-	-	+
3.	Sanko I.V.	+	-	+	-
4.	Kravchenko A.I.	+	-	+	+
5.	Punkov D.A.	+	-	-	+
6.	Danishevskaya O.G.	+	-	+	-
7.	Drobyshevsky N.P.	+	-	-	+
8.	Tishkov I.E.	-	-	-	+
9.	Levkovich O.A. Tarasevich I.N.	+	-	+	+
10.	Petrova V.I.	+	-	-	+
11.	Chichkin L.G.	+	+	+	-
12.	Savitskaya G.V.	+	-	+	-
13.	Krylov E.I.	+	+	-	+
14.	Gordienko O.I.	+	-	-	-
15.	Bogatyreva V.V.	+	-	-	+
16.	Ladutko N.I.	+	+	-	+
17.	Puzankevich O.A.	+	-	-	+
18.	Ilyin A.I.	+	+	-	-
19.	Anon S.L. Buharev A.V. Krasovskaya S.I. Matiush I.V.	-	-	+	+
20.	Nehorosheva L.N.	+	-	-	-
21.	Scliarenko V.K. Prudnikov V.N.	+	-	-	+
22.	Zabrodskaya N.G.	-	+	-	+
23.	Bichanin V.V.	+	-	-	+
24.	Azrilian A.N.	-	-	-	+
25.	Tesliuk I.E.	+	-	-	-
26.	Shimov V.M.	+	-	-	-
27.	Morozov M.A.	+	-	-	+
Total:		23	5	7	18

Source: [Own development on the basis of studying of references of the Republic of Belarus and the Russian Federation].

Thus, proceeding from table 1, it is possible to draw a conclusion that the most part of authors consider that the essence of financial result is most fully opened through by such characteristics as "profit" and "an activity result".

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In this group of authors - M.Yu. Terekhov [1, p. 33], A.N. Chegovitsyna [2, p. 241], D. A. Punkov [3, p. 43], M.A. Morozov, O.A. Puzankevich, V.I. Petrova, N.P. Drobyshevsky and some other.

However it is necessary to emphasize that "the activity result" is broader concept than "profit" because this category as the object of accounting is defined by economic profit which can be positive (directly profit) or negative (loss).

Second group of authors: I.V. Sanko, A.I. Kravchenko, A.I. Danishevskaya [4, p. 25], G.V. Savitskaya [5, p. 386], L.G. Chichkin and some other – in addition characterizes financial result from the point of view of revenue and its analytical component – profitability.

In our opinion, such characteristic of financial result as "revenue" in case it isn't added with the sum of expenses, isn't result of activity of the managing subject, profitability has analytical character and doesn't consider economic essence of this category as object of accounting in full measure.

Based on the above, we offer the following definition of financial result which is the fullest reflection of essence of considered category as object of accounting:

The financial result is the total result of activity of the managing subject for a certain period expressed by means of the sum of economic profit.

This definition differs from an existing one in the fact that the indicator "economic profit" of the managing subject is considered. It can be both positive, and negative. As the majority of authors identify financial result with profit, we consider that it is more correct to define "financial result" as economic profit.

Offered definition will allow to bring into accord terminology of accounting and also will help to form most fully and authentically information about this object of the account.

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**THE ECONOMY OF THE NATIONAL HOCKEY LEAGUE: A VIEW FROM THE PAST
TO THE FUTURE**

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The article is devoted to the economy of the NHL. The article considers the issues of income in the League and profit of all clubs, players' salaries and contracts with the media in the National Hockey League, as well as the long-term business plans for the future.

In marketing activities NHL there is much in common with the NBA. Not accidentally President of the NHL, G. Bettman came from basketball League. The main source of NHL income is the sale of tickets for the games. Attendance in the middle of the 90's has reached 15 thousand people per game on average which accounted for about 90% of sports palaces bandwidth. In 1997, the attendance rate of games increased to 18217 viewers per team on average.

Like in basketball, a huge impact on the attendance of the matches has presence of "Superstars" in a team. In 1988, the owner of the team "Los Angeles King", B. McNeil, bought U. Gretzky from the club Edmonton for 15 million dollars. His appearance in Los Angeles team increased attendance by 5000 spectators on average, despite of high cost of tickets (18 – 25 dollars). Additional economic effect after moving U. Gretzky in Los Angeles was estimated by the specialists at 12,7 million USD per year. The similar situation was observed

in "Pittsburgh Penguins" team. In 1984 – 1985, the average attendance of the games was about 10 thousand, and in 1986-1987 – more than 14 thousand spectators. This is due to the appearance of a young rising star – forward M. Lemieux in the team. In 1991, the team won the Stanley Cup which allowed to completely fill the Palace of sports and to increase the prices for tickets. In the 1998/99 season teams of Dallas, Detroit, Colorado, New York (the "Rangers"), Toronto, Philadelphia had the full 100% occupancy rate of ice palaces, and the highest attendance in the League was with "the Montreal Canadiens" team – 20762 people per game on average. Occupancy rate of all 27 palaces of sport, where game with the NHL teams took place, reached 93% [1, p. 123].

In the 90th years in the NHL there was a trend towards the relative reduction in teams' budgets, related to income share from ticket sales. So, in 1990 it accounted to about 80%, in 1994 – 68%, in 1999 – 59%, despite the increase in ticket prices. The average income from ticket sales in all teams reached 19,7 million dollars, with the highest income of "New York Rangers" (34,7 million dollars), "Chicago Black Hawks" (28,5 million dollars) and "Detroit Red Wings" (27,0 million dollars), and the lowest "Winnipeg Jets" (9,2 million dollars), "Edmonton Oilers" (9,8 million dollars) and "Quebec Nordiques" (11,2 million dollars). As you can see these three teams were from Canada.

Although the relative share of income from ticket sales is decreasing, the absolute size of the income is constantly growing, as well as the average ticket price, which was from 10 – 15 up to 40-50 dollars in various cities in the late 90s.

Unlike League football, baseball and basketball NHL has a relatively small income from the sale of rights for broadcasting games. We consider the channels where the games are aired, but not the number of games that are shown on television (about 600 games per season). All above mentioned professional leagues sell the rights to national TV companies, in baseball and basketball also to cable ones, but the USA NHL has a contract only with the latter, on the screens of their national television on ABC, NBC, CBS hockey is not transmitted, as in the US it is not popular enough, which is required for these companies. For being shown on national television 25% rating is required, i.e. every fourth USA landlord possessing a TV set must watch hockey. For cable television no matter what percentage of subscribers will watch hockey broadcast. The main thing is to receive money in advance.

Revenues from television unlike other professional leagues (MLB, NBA, NFL), although are relatively low, but pretty stable – 18 – 20% of total income. Thus, in 1994, they accounted to about 140 million, or 5,3 million per team on average. In 1998 the NHL signed a four-year television contract with ABC and ESPN for 600 million dollars. ABC broadcasts 7 backup games each season, the game of the team all-star, 6 playoff games and 5 of the final games of the Stanley Cup, and ESPN – more than 2000 games in a season. According to the American press, television hockey audience in the United States has 4,5 million owners of TV sets, or about 5% [1, p. 124].

As with ticket sales, the top three teams with the lowest incomes from television are Canadian teams as well. In 1998 the Canadian and American television paid 3,4 million dollars a year to hockey teams on average.

The permanent source of income should include the proceeds from the Parking area. As a rule, from 14 – 16 thousand spectators a third comes by cars. Parking costs 4-6 dollars. They pay about 1 million dollars to a club for 41 game season.

In the mid-90s, there was a trend towards increasing income from sports palaces concession. Thus, in 1994, they reached 5,1 million dollars per team on average, which comprised 16% of total revenues. This includes revenues from the lease of the boxes, Parking cars and deductions from sales of food products and soft drinks. According to this indicator top teams are Detroit – 15,2 million dollars, Anaheim – 12,9 million, Toronto – 12,5 million and Boston 11,4 million dollars [1, p. 124].

Profit of the leading teams in the mid-90s ranged from 5 to 15 million dollars. Analysis of the economy of the NHL shows that the financial situation of the teams in the League in general is relatively stable. Six NHL team clubs give up to 1 billion dollars to the Federal Treasury in the form of various tax revenues. In December the report "Sport in Canada: business for all" recommended to release the clubs from the payment of taxes, but the government did not support this initiative of the parliamentary Committee. This is confirmed by the decision of the NHL to increase the number of teams in the 90s from 21 to 30. In 1991-1992 season the team "San Jose sharks" appeared, in 1992 – 1994 – teams from Ottawa and Tampa (Florida), Dallas and Anaheim, in the season of 1998-1999 – the team "Nashville Predators" (Tennessee). It should be noted that in addition to increasing admission fees (about 75 million dollars in 1998 and 80 million in 2000), teams – applicants for inclusion in the NHL had to pass competitive selection. The main selection criteria are the following:

- availability of modern ice arena;
- the possibility of signing profitable contracts with local and regional TV companies;
- in addition, the requirements for clubs-beginners include sales of 12 thousand season tickets and the sale of 75% of tickets in the VIP box [1, p. 125].

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In 1989/90 season hockey players' contract payments accounted to 110,8 million dollars, approximately 32% of the total revenues of the League, which is much less than in the NBA, NFL and MLB. The lowest average salary was in a team of St. Louis – 3,5 million dollars, the highest – in a team of Los Angeles – 8,4 million dollars. In 1994, the following teams spent most money on salaries: Pittsburgh (20,7 million dollars), the New York Рейнджерс (19,4 million dollars), the least – Ottawa (7,7 million dollars), Edmonton (7,8 million dollars) and Winnipeg (8,9 million dollars).

In 1995/96 the following players had the highest wages: U. Gretzky – 6,5 million dollars, M. Messiera – 6,3 million dollars, C. Stevens – 5,8 million dollars, P. Bure – 4,5 million dollars, M. Lemieux – 4 million dollars, E. Lindros – 3,6 million dollars, P. Lafontaine – 3,5 million dollars. In the 1989 NHL there were only 2 hockey players receiving over 1 million dollars per year, in 1990 – 8, 1992 – 18, in 1994 7 hockey players received more than 3 million dollars, 22 – more than 2 million and 70 players – over 1 million. Participation in the Stanley Cup gives additional earnings. Average monthly salary of 16 hockey teams for the participation in the Cup was over 25 thousand dollars to each player. In 1996 each player got 75 thousand dollars for the victory in the final. Compared with baseball and football it was, of course, little money. Not accidentally hockey players say that they are not fighting for money, but for the possession of the Stanley Cup. In 1998 a player's average salary reached 1,3 million dollars a year. In 1998/99 season the average salary fund for one NHL team was about 40 million dollars, while the highest one "Detroit Red Wings" had – 55,9 million dollars. As for salary sizes, bonus payments and other benefits NHL hockey players are far behind the players of MLB, NBA and NFL.

Among other costs there are administrative expenses, including salaries of coaches and staff. Hockey tutors' salaries are significantly lower than those of other leagues. The highest-paid coach in the League, 1998, was Scotty Bowman from a Detroit team – 970 thousand dollars a year. This is the only coach in the League, which led three different teams to the victory in the Stanley Cup. The lowest wages among NHL head coaches in 1998 had Jacques Martin from Ottawa – 236 thousand dollars. Although since 1994 the coaches' salaries have increased significantly, it is difficult to compare with the players' salaries. [1, p. 125].

In the early 90s transportation costs increased sharply. If in 1980 they were 160-200 thousand dollars, in the late 90s they have risen to 1,0 – 1,5 million per season. About 200-250 thousand dollars is spent on public relations and advertising.

Unlike basketball and football in professional hockey there are lower leagues where team are farm clubs of the NHL. Among them we can mention American (HL) and International (MHL) hockey League, "Pacific Coast hockey League" and others. As a rule, NHL clubs pay out salaries to hockey players, coaches, managers, as well as insurance premiums. All other costs are borne by owners of these commands. Hockey players' salaries in the lower leagues are ten times lower than in the NHL teams. The regular annual budget of such teams is 2 – 3 million dollars. In the early 90s NHL clubs allocated from 500 thousand up to 1,0 million dollars a year for maintenance of such teams. Recently, however, not all NHL teams have their farm-clubs. First, their maintenance is costly; second, the output from the point of view of increasing NHL teams' young promising players is reducing every year. Not accidentally the NHL supervisors and hockey league clubs have become more attentive to student hockey and its problems. [1, p. 126].

Analyzing the economy of the professional hockey, it is necessary to consider that in 1995 – 8, and in 1999 – 6 NHL teams were located in Canada. In 1998, 399 out of 653 NHL hockey players are Canadians (61,1%), 102 players (16,1%) – Americans and 156 (23,9%) are hockey players from 16 other countries. This has an impact on their financial situation. So, the Canadian teams had the advantage over the American in obtaining income from television, because in Canada hockey is a national sport. At the same time, Canada has a more rigid system of taxation on the earnings (in the province of Quebec to 50%, in the USA – 21 – 33%). If we take into account the exchange rate of Canadian and the US dollars, a hockey player, who earns 500 thousand dollars in Canada, will be 25% poorer than in the USA.

In addition, Canadian clubs are in a worse economic position than the US, because Canadian tax law prohibits charge depreciation on the contracts of players. However, this is covered by the popularity of hockey in Canada. For example, the annual budget of the team "Toronto Maple Bodice" in the second half of the 90s accounted to about 50 million dollars. [1, p. 126].

Edition of Forbes announced the results of 2011 NHL in terms of its business component, which stimulates the League to increase the value of its teams. However, the growth of expenditure on players keeps down the profitability of this sport.

So, the cost of an average NHL club is equal approximately to 240 million dollars. This is 5% more than in 2010 because of a similar 5% increase in revenue for the season 2010/11, on average, totaling 103 million dollars per team.

Income of clubs and especially the League are growing due to the sale of television rights. So, for example, "Winter classic" on NBC became the most watched game of the regular championship for 36 years, with the average number of viewers of 4,5 million people in Prime time. The NHL audience in the Internet is increasing as well. The average monthly number of visitors on the official website of the League and 30 sites of clubs representing the NHL is about 22 million people. Also NHL has recently extended its European contracts on the games broadcast for the UK and Ireland, Czech Republic, Germany and Austria, having discovered new territories [4].

The NHL is gradually expanding the area of their informational influence, attracting more people to the ranks of its supporters. Information, which is generated using loyalty programs and research, allows developing new, more successful strategy. Not so long ago NHL predicted the total collapse. And today League is successfully increasing its revenue sources, starting with souvenir products, to commercial content that sports channels buy. Besides it is actively cooperating with Yahoo, Hulu and YouTubes. Search does not stop even for a minute. And soon we will become witnesses of new victories of the NHL marketers [2].

The NHL supervisors have negotiated about signing an agreement with the company Rogers Communications to broadcast matches of the League in Canada for 12 years in the amount of 5,2 billion Canadian dollars (4,9 billion U.S. dollars).

The contract has been the largest in the history of media agreements of the National Hockey League. It will enter into force from the season-2014/15. The agreement will allow the company to broadcast all matches of the NHL on the territory of the country, including the playoffs and the finals of the Stanley Cup [3].

Sponsorship and sales are also increasing due to successful transactions, such as, for example, with a network of fast food restaurants «Tim Hortons». This brand has become the General sponsor of the Match of all stars of the NHL in January 2012, as well as the reality show "24/7 "Pittsburgh" – "Washington": a road in the NHL", which was just a crazy success. [4].

However, not everything is as smooth in the NHL. 2010/11 current profit (before interest, taxes, cost reductions, as well as other unforeseen expenses) accounted to 126 million dollars, which is 21% less than in the previous year. The main reason for that: the costs of the players rose by 11% to 59 million dollars. In 2010/11 – 18 out of 30 teams in the League wasted all their money before they had to pay on Bank loans or write off assets. While in previous years the number of such clubs was equal to 16.

From a positive point of view it is worth noting Winnipeg (former "Atlanta"), the value of which increased by 21%. This is the best index among all 30 teams in the League. After the purchase of Atlanta in May for 110 million dollars plus 60 million dollars for the relocation of True North Sports and Entertainment transported the team to Manitoba, where previously existing team Winnipeg played in the NHL from 1979 to 1995 before moving to Phoenix. In Atlanta, during the latest season the team sold only about 70% of their tickets, while now all cherished passes to the stadium were implemented within 30 minutes after their coming into sale.

There are several teams playing on a really big "markets", thereby earning a lot of money. The most advanced club in this regard is "Toronto", which is estimated to cost more than 521 million dollars. Next are the "Rangers" (507 million dollars) and "Montreal" (445 million). Three of these teams have a total income greater than other clubs in the League combined. It can be stated that the average NHL team cost 47% more than it was before the lockout, so the 2004/05 season wasn't held. NHL needs trying to continue the more profitable development from an economic point of view, without interruption to the lock-outs. After all, business is too strongly rooted in this sphere over the past seven years [4].

The revival of the NHL is one of the most interesting examples of good management that realized their problems and took measures for the solutions. They managed to do sports industry fashionable and popular in situations when it seemed impossible. And now all the world leading sports leagues want to be like the US sports leagues – sports marketing is strong in this country. Marketers of NBA, NFL, NHL made the brand of not only teams with different characters, but also the sport, highlighting the quintessence of achievements, competition and success in brilliant bright slogans and videos.

In conclusion, one can say that the leadership of the NHL quite conservatively refers to policies of sports marketing, which is actively implemented in basketball, baseball and football League.

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UDC 331.5=111

**THEORETICAL BASIS, COMPOSITION AND CONDITIONS
OF BALANCED LABOR MARKET****ALENA BAHDANAVA, INHA ZIANKOVA****Polotsk State University, Belarus**

The article deals with the essence of the labor market, its structure, types and models. Theoretical approaches of different authors in the category "labor market", the functions of the labor market as a result of the laws of supply and demand. Discussed the theoretical foundations of the labor market are needed to assess the degree of balance in the labor market and to develop ways to improve the management mechanism of the balance of the labor market. The basic aspects that will serve as criteria for assessing the balance of the labor market.

Theoretical basis for the study of labor market laid by representatives of the classical school in economics. This Scottish economist Adam Smith (1723 – 1790), British economist David Ricardo (1772 – 1823), French economist J. Say (1762 – 1832). Labour market research engaged Marx (1818 – 1883), John Maynard Keynes (1883 – 1946), A. Phillips, M. Friedman, Paul Samuelson and others. Employment and unemployment are reflected in the Marxist, Keynesian, monetarist and other theories.

Labor market – the nominal market in which workers find paying work, employers find willing workers, and wage rates are determined. Labor markets may be local or national (even international) in their scope and are made up of smaller, interacting labor markets for different qualifications, skills, and geographical locations. They depend on exchange of information between employers and job seekers about wage rates, conditions of employment, level of competition, and job location [1].

Labor market is a place where labor is exchanged for wages; Labor market is defined by geography, education and technical expertise, occupation, licensure or certification requirements, and job experience [2].

Significant contribution to the development of human resources problems was made by Belarusian scientists – N. Bazylev, V. Shimov, S. Lebedev, L. Tikhonova, A. Bondar, E. Vankevich, N. Sukhanov, I. Ziankova.

V. Shimov, L. Tikhonova, A. Gallo believe that the labor market – is "a way of organizing work, the conditions of which are determined by the sale of goods workforce by the highest efficiency." A group of Russian scientists stressed that "the labor market – a system of market relations on the reproduction, distribution and redistribution of manpower, training, employment of the population" [3, p. 56]. For a more accurate picture of the labor market it is necessary to define the concept of "work" and "labor" and the one commodity that is bought and sold. The concept of "work" means "functioning workers, people purposive activity of producing goods and services associated with the expenditure of their physical and mental energy. The term "labor force" is most often used in one of three values: a set of physical and spiritual abilities possessed by an organism, a living person's identity, and that they go to them in the course whenever he makes any use value, of the working population, busy or looking for work; workers in general or specific enterprise workers [4, p. 25].

Hiring of labor is the transfer of an employee to the employer of their ability to work for a specified period for use in the production process while maintaining the legal freedom of the worker as a person. For the use of available labor remuneration, payment in kind or in cash [5, p. 41]. As payment for use of labor expended in the process of final consumption, the purchase and sale of labor power – is selling for acquiring the necessary means of subsistence.

Means of subsistence – a collection of goods necessary to restore labor expended during physical and mental strength and to maintain and develop the worker's family, their composition does not include luxuries.

Thus, the labor market – a set of commodity-money relations, covering the supply and demand of labor, employment and its exchange for subsistence [5, p. 52].

But the labor force includes the collection of abilities to work, not all of which is used in the course of employment. Rewarded only functioning labor, not all abilities possessed by the worker, and only primary demand professional ability to work. Thus, subject to exchange only functioning ability to work. Such labor market is called a functioning labor market, or the labor market. In the labor market are the object of exchange functioning ability to work or functioning workforce. This is its essence.

Consider the composition of the labor market. Assuming minimum criterion number of components required for the emergence and development of the modern labor market, we can distinguish the following components shown in Fig. 1.

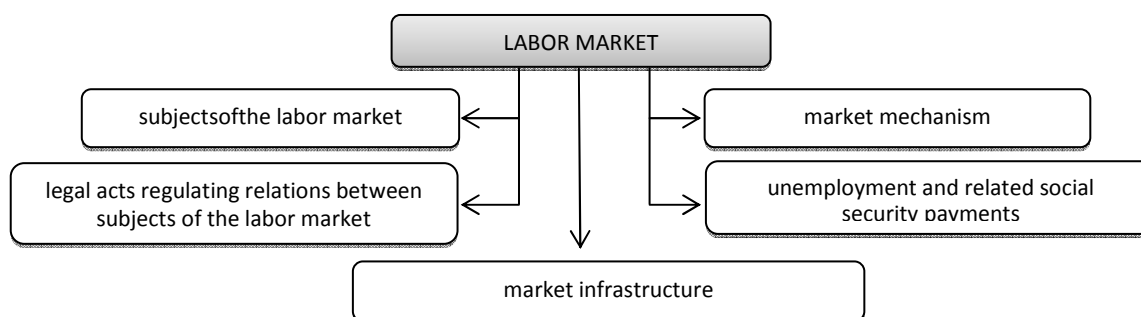


Fig. 1. The composition of the labor market

Subjects of the labor market are the employees and their unions, employers and their associations, the government and its agencies.

Salaried employees are able-bodied citizens, for whom employment is the main source of livelihood. They may represent different value for employers, depending on age, gender, qualifications, number of socially acquired qualities (responsibility, commitment, initiative, etc.).

Development of market relationships determines the emergence of institutions acting on behalf of employees, express and protect their interests. The most common organization of workers - unions. Belarus has established Federation of Trade Unions of Belarus, which operates in accordance with the Constitution, the Law of the Republic of Belarus, the Trade Unions Act "and other laws and regulations, the Charter. Federation of Trade Unions in the country unites 31 national trade unions, its members are more than four million people [6]. It should be noted that at present the trade unions do not have enough clout to make real employers meet their obligations.

Employer – an individual working alone and hires one or more persons. As an employer may make joint stock companies, public organizations, economic associations, joint ventures, private unitary enterprises, individual employers, etc.

State as a subject of the labor market is represented by regional authorities, industry authorities. As a subject they need to perform the following functions: the socio-economic (full employment by stimulating the creation of jobs in all sectors of the economy); legislative (development of basic legal norms and rules); function of labor market regulation by indirect methods, the function of protecting the rights of subjects of the labor market; role (as the employer of public enterprises).

For the normal functioning of the labor market, improving its balance necessary legal acts, rules, regulations, creating an optimal system of relations in the labor market, regulating the relationship between the subjects of the labor market, defining the rights, duties and responsibilities of all participants of market relations. Such rules are provided in the outer (eg, the Constitution of the Republic of Belarus) and internal (eg, collective agreements in enterprises) legislation.

For successful functioning of the labor market it is necessary to create relevant economic conditions (benefits, taxes, etc.), an active employment policy, the implementation of national and local employment programs, etc.

The mechanism of the labor market is the interaction and coordination of the diverse interests of employers and the working age population who wants to be employed on the basis of information obtained in the form of changes in the price of labor. Its structure includes: labor demand, labor supply, the price of labor, competition [5, p. 48].

Economics

There are two points of view regarding the scope of the labor market. Proponents of extending the concept of the labor market believe that the labor market is subject to all the economically active population and the demand for labor is represented the total number of occupied and vacant jobs.

The other view believes that the labor market, the following groups of the working population:

- a) those who do not have a job, but want to work and seek work;
- b) those who have a job, but not satisfied with it and look for another place;
- c) employed, but due to the risk of loss of job look for another place.

These categories of the population identify labor supply. Demand for labor in this case consists of the number of vacancies in the enterprises and the number of jobs occupied by employees who do not satisfy the employer.

V. Bulanov and N. Volgin believe that the demand for labor is represented by employers need of workers to produce goods and services in accordance with the demand in the economy. Labor supply consists of employed wage earners and that component of the working population that wants to work and can get to work on the basis of market principles to their disposable income and opportunities to use their time [5, p.48].

As a result of the mechanism of supply and demand of the labor market performs the following functions:

- a) the organization of interaction between employees and employers;
- b) regulation of labor supply and demand;
- c) establish the equilibrium price;
- d) ensuring competition as between employers and between employees;
- e) to promote employment issues;
- f) the implementation of social assistance to the unemployed.

Labor market conditions is a state of the labor market, characterized by supply and demand of labor. Depending on the relationship between supply and demand in the labor market the labor can be of three types:

- a) scarcity of labour when the labor market lacks supply of labor;
- b) labor surplus, when there are a large number of unemployed and the excess supply of labor;
- c) equilibrium when the demand for labor is consistent with its proposal.

Each of the types of market conditions may relate to a particular region or area of application of labor, together forming a common labor market in the country.

It should be noted that in Belarus the total market in labor is a labor surplus. This trend is explained by many reasons. The main ones should be noted as the following:

- a) the amount of labor resources in recent years has incremented;
- b) the number of employed in the economy has declined steadily.

The development of these phenomena is mainly due to the fact that the working age comes relatively large generation of people born in the 80s, as well as the implementation of measures to improve production efficiency, including by optimizing the number of employees. As a result, the need for frames dropped in almost all sectors except construction, where the demand for labor has not decreased, but rather increased by more than a third.

It is appropriate to draw attention to the fact that in recent years in Belarus unemployment, registered by the State Employment Service, is relatively stable. A downward trend in the number of employed and unemployed stabilization with growth in the labor force shows a decline in the labor activity of the population and the growth of the economically inactive population. The economically inactive population is:

- a) students in the working-age population being out of service training;
- b) employees who are on leave for pregnancy, childbirth and child care;
- c) the working-age population, which stands under the name "other" (persons engaged in housekeeping, persons with a permanent source of income, living on the interest from deposits, income from rental property, etc.; servicemen, persons employed in the informal sector of the economy; "migrant workers", antisocial elements, persons willing and able to work, but desperate to find a job and stopped the search, persons in need of work as a source of income, but the long-term operating and are not registered as unemployed).

Released to support the staff in the absence of work, to create conditions for their retraining and re-engaging in the labor process, employment law provides unemployment benefits, severance payments, scholarships during their studies, etc.

Effective functioning of the labor market and balance impossible without infrastructure. Market infrastructure is a set of services and employment funds, employment agencies, retraining centers, organizations that provide employment on public works, the system of legal regulation, as well as associations of employers and trade unions.

The main element of market infrastructure is the State Employment Service, acting on three levels: central, regional and local.

Centers for training and retraining the workforce help to improve its competitiveness and promote the active involvement of the unemployed into the employed. In recent years, the share of the unemployed who are trained and retrained under the personal order of the employer is growing relatively rapidly. This takes into account the direction of the employment needs of the economy in the necessary personnel.

Each year the number of unemployed, involved in paid public works grows. On the one hand this activity allows the state employment service to improve the financial situation of the unemployed, on the other hand it helps employers to compensate temporary labor shortages.

One of the necessary conditions for the balance of the labor market is to ensure its flexibility. Labor market flexibility is the ability of the labor market to respond to external stimuli, its ability to maintain manageability and functional balance as conditions change.

Employment flexibility can take different forms:

- a) the use of non-standard forms of full-time – use mobile jobs, functional change jobs, etc.;
- b) non-standard forms of employment – the employment of part-time employees, temporary employees, domestic workers, the use of the principle of sub-contracting, etc.;
- c) flexibility in hiring and firing is the use of different forms of contracts, variations in the timing of their actions, etc.;
- d) flexibility in managing costs through the application of different pay systems.

Flexible employment is a necessary condition of a formed and balanced labor market. In terms of labor market flexibility helps it to go out of the crisis, improve the efficiency of enterprises, create more complete and efficient use of labor resources and the welfare of the population. But on the other hand the flexibility of the labor market creates jobs with precarious employment, with weak social protection of workers' rights. In this connection it is necessary to ensure state regulation in order to provide a rational combination of flexibility and stability in the use of workers.

To balance the labor market it is necessary to consider its segmentation aiming the individual approach to management in the field of labor relations at each individual segment. Segmentation of the labor market is its division into separate parts sector (segments) according to certain criteria. Depending on the degree of market development, the purpose of analysis and the criteria used to set aside for different market segments.

By the stability of labor relations in the labor market there are three sectors:

1. Core (primary labor market) - the most stable sector where staff is provided with stable employment and full-time work, high wages, conditions for professional growth, acquisition related specialties, where workplace applies progressive equipment and where trade unions are strong.
2. Peripherals (secondary labor market) - a sector which is characterized by part-time, seasonal work, work on short-term contracts, labor-intensive jobs and prestigious Trade unions are absent.
3. Unemployed - sector, which is a reserve labor force for the primary and secondary markets.

According to the degree of government regulation of the labor market allocate two segments:

1. Market regulated by the public employment service, suggests registered unemployed in the state employment service.
2. Uncontrolled labor market provides employment unemployed directly through contacts with employers.

Depending on age and sex, health and level of qualifications are the following segments:

1. Women's labor force – a segment of the labor market, characterized by a weak territorial mobility, as women are less competitive than men because of the performance of a particular role in society.
2. Youth labor force – a segment which is characterized by low competitiveness due to the lack of skills and lack of employment.
3. Workforce elderly – a segment of the market with limited mobility due to a health condition and attachment to the places of work and residence.
4. Workforce disabled.

As noted by JH Bobkov, in developed countries the labor market is divided into the following segments:

- a) sector of knowledge-intensive production and service industries, jobs submitted by a broad and diverse range of qualifications;
- b) sector of jobs in the old, main industries in the past [3, p. 125].

After examining the above theoretical foundations of the labor market, and the main aspects that will serve as criteria for assessing the balance of the labor market:

- analysis of economically active and inactive population;
- analysis of the activities of such an element of labor market infrastructure as public service employment;
- analysis of the situation in the various segments of the labor market;
- based on the analysis of moments tagged performance assessment functions of labor market.

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THE ECONOMIC CRISIS OF SPANISH FOOTBALL: CURRENT STATE AND WAYS OF SOLVING

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The article is devoted to the economic component of football in Spain. It reveals the main causes of the difficult financial situation which the majority of Spanish clubs face. The article considers the main anti-crisis solutions to the problems of the economy of professional football in Spain.

Despite the introduction of the UEFA Institute of financial fair play, as well as a greater focus on self-sufficiency of the clubs the financial situation in football Spain is rather dismal [3]. Spanish football clubs are in a difficult financial situation. Their total debt exceeds 4 billion euros, which experts account for the protracted economic crisis in the country, reducing of incomes and subsidies.

Spanish professional football, one of the best on the continent, is in a difficult financial situation. 21 out of 81 teams have already declared bankruptcy. This situation is explained by a protracted economic crisis in the country, reduction of own revenues of the clubs, decrease of sponsor aid and subsidies from the authorities [1].

However, it is difficult to call it a net debt. UEFA recognizes as debts the long-term or short-term debt instruments that are not so large among Spanish clubs. However, the fact that football clubs in Spain play on credit, should not remain unnoticed [3].

The economic crisis has affected football, as well as all other spheres of life in Spain. Revenues from housing construction, which have been feeding Spanish football in recent decades sharply declined or disappeared. Not only the main sponsors – construction magnates, but also regional and municipal authorities, which generously supported local clubs before, do not give money any more now. Revenue from advertising and TV broadcasts decreased. Fewer fans go to football matches now.

Even the most famous Spanish teams, not to mention the minor ones are in the red. "Real Madrid" owes 215 million euros, "Barcelona" – 462 million. However, these two superclubs have significant income. In 2011 they earned 537 and 488 million, respectively. This allows the Spanish football grandees keep afloat; money also comes from worldwide sales of various goods with their symbols. The other teams do not get such an income.

According to statistics, footballers' salaries have decreased on average 5,5 times over the past two years. As regards the third largest Spanish football League, here in general, many players are forced to play for free. In addition, wage delay in clubs became commonplace. According to the sports newspaper "Marca", the total arrears of wages for January amounted to 42 million euros. Clubs owe the tax authorities and social insurance fund more than a billion euros. Many clubs don't pay rent and for sports facilities, light, water [1].

Prospects of paying off the debts are not seen yet. The classic way which many Spanish clubs used before, does not work now. It means the sale of stadiums and sports areas, located in prestigious urban areas for demolition and construction of housing. The first operation of this kind was carried out by «Barcelona» in the mid 60's.

Several years ago "Real Madrid" sold its "sports town" to the north of the Spanish capital on favourable terms. Four highest Madrid skyscrapers appeared in its place. However, recent plans to sell the stadium Santiago Bernabeu were not implemented by Madrilenians because of the crisis in the building sector.

In the face of rapidly growing number of clubs-bankrupts Professional football League of Spain decided to apply sanctions against some of them. The innovation, which came into force in July, 2012, provides for the disqualification of bankrupts, suspected of fraud.

The League's President, Jose Luis Astiasaran explained that there are still gaps in their legislation. Clubs declaring bankruptcy do not pay for anything. However, some of them do not think about saving and repaying debts – they continue, for example, to buy expensive players, sign contracts with the best specialists, to live in debt in a grand style. Meanwhile, according to Astiasaran, other more responsible clubs have to save on players and coaches to stay afloat. Naturally, this affects their game and puts them at a disadvantage with those who try to cheat during the crisis [1].

Spanish football is dying because of poor economic management – doctor of economics Sciences Jose Maria Guy de Liabana has concluded in his annual report. He stated the main economic problems of football clubs in the Spanish League.

The Spanish League is not developing; actually only two clubs "FC Barcelona" and "Real Madrid" are developing, while the others remain on the level of five years ago. The report mainly focuses on five major European football leagues: English, German, Spanish, Italian and French, among which Bundesliga stands out for its special management; it is the "healthiest" of the above mentioned and is notable for high fillability of stadiums, and the myth of the English Premier League is already debunked.

Model of the English Premier League is financial bankrupt, but there remains the model of Roman Abramovich's club. He finances losses of "Chelsea" at the expense of his companies. As for the Italian League A, it is experiencing serious economic problems, in particular such big clubs as "AC Milan", "Inter" and "Juventus". Football is a living reflection of the state of the economy; the European one is reflected by Germany and France.

Speaking about the Spanish League, we should emphasize that there is an unfair distribution of royalties from the TV broadcasts, so that "Real Madrid" and "Barcelona" get almost 50% from the total income, while in leagues such as the English one, the distribution is much fairer, and the smaller clubs get enough money for investing [5].

Data on the 2010 – 2011 season show that the total income of the Spanish clubs reached 1,669 billion euros, while general expenses grew up to 1,83 billion euros.

The lion's share of this amount is spent on players, despite the fact that some clubs are experiencing financial difficulties, their players come to trainings in their Ferraris, which indicates that the labour force in football impoverishes clubs. If you look at the state of the bank accounts of each team, you will see that Barcelona and real Madrid are the only ones able to generate a great income ("Barcelona" – 450, 7 million, Real – 479, 3 million), and all other teams except "Valencia" (119,6 million), Madrid "Athletics" (99,9 million) and "Sevilla" (82,9 million) are forced to survive in the conditions of limited budget [5].

In connection with the fact that Spanish economy is struggling to stay afloat during the global financial crisis, the executives of small, heavily indebted clubs warn that soon the load on the courts on bankruptcy will largely increase.

Many people believe that in addition to the principled struggle with each other "Barcelona" and "Real Madrid" are interested only in successful performances in the European Champions League, increasing their fan base and commercial presence on the territory of our planet.

La Liga loses its status of the top level tournament due to the large difference in income of teams. The big clubs do not particularly want to change the current situation, because it guarantees their annual participation in the Champions League [4].

While small clubs are trying to find a corporative guarantor, "Barcelona" has achieved the most profitable in the history of football sponsorship agreement on advertising on T-shirts. The deal with "Qatar Foundation" signed last December, will bring Catalan club 238 million during five years.

Television revenue of La League is more than two times lower than the income of the English Premier League clubs. It is also less than the income from TV broadcasts of Italian Series A, which amounted to 915 million euros in 2010. The income from TV broadcasts of the top division of French football was 607 million euros in the same year, which according to a study published by Jose Maria Gay, Professor of Finance at the University of Barcelona approximately coincides with La League.

Mr. Gaye believes that Spanish football is functioning without any sense of solidarity, in the situation when the clubs absolutely do not think about how to maximize their joint efforts and joint income. There was a serious risk that viewers would gradually cease to watch football. At the same time people watch French football not because of high quality standard of football, but because it is open and unpredictable competition [4].

Economics

However, a certain form of solidarity showed itself in the recent discussions on wages, during which they mainly discussed the players' demands to the football Federation for creating an insurance fund that would guarantee the players' salary, even if their clubs were declared bankrupt.

In connection with a difficult financial situation Football Federation of Spain intends to take the extreme measure and to take the clubs under financial control. A critical situation which many teams face makes such extreme measures absolutely necessary.

In the near future the 11 Spanish clubs in the two highest divisions will be declared bankrupt – "Zaragoza", "Mallorca", "Rayo Vallecano", "Hercules", "Betis", "Granada", "Rekreativo", "Herrys", "Cordoba", "Cadiz" and "Poly Ejido". Ten clubs are on the verge of bankruptcy – "Sporting", "Malaga", "Real Sociedad", "Levante", "Las Palmas", "Albacete", "Alaves", "Barcelona", "Murcia" and "Alicante" [2].

The Spanish League is planning to introduce rules that are identical to the "rules of the financial fair play", which the UEFA introduces this year. In accordance with these clubs should not spend more than they earn. The decision was made at the Assembly of clubs; Spain is to become the first country, where the financial activity of clubs will be regulated.

Another measure that can be taken in Spanish football is the signing of the agreement between the Professional football League and The Association the footballers of Spain. This union guarantees players regular wages. However, the agreement between the both sides is not achieved yet. And here comes another variant of further development of events. It is not excluded, that will be a reform of the existing models of the distribution of revenue from TV broadcasts between clubs.

The financial crisis has affected not only football, but other sports as well. The Spanish basketball, cycling, handball and volleyball teams also experience serious difficulties. For example, basketball clubs "Hoventyd", "Estudiantes", "Menorca", "Valladolid" and "Granada" have already announced that they have debts to their players and creditors, and "Alicante" is on the verge of extinction [2].

Frightened by the threat of a strike, the Federation is to improve the legal conditions of payment of the wages to the players. Also the rights for TV broadcasting are being developed, even provided that a majority of contracts clubs are in force until 2014. Under an agreement signed last year, most clubs committed themselves to share the profits from TV broadcasts more equitably and guarantee clubs moving to the lower division some financial support provided by these revenues [4].

Spanish clubs also will have to bring their actions to conformity with the new rules of the financial regulation of UEFA, which entered into force in 2013, and are designed to limit the transfer costs and help weaker clubs.

However, most clubs do not show much desire to change their strategy which is irrational and unacceptable from a financial point of view. Some of them continued to pay record transfer fees, even going through the procedure of technical bankruptcy using ambiguous Spanish law, which, of course, caused disapproval of the financially healthier opponents who consider such a competition unfair.

As a result some of the Spanish clubs have a payroll which is more than their total income, even despite the fact that FIFA, the main governing body of football in the world, recommends to make payroll not exceeding 50% of the income [4].

In fact, "Real Madrid" and "Barcelona", which also are the two biggest European clubs according to their income, continue to write stunning receipts to new players in order to strengthen their impressive team.

Thus, Spanish clubs should try to solve the problem of the high costs by better use of the revenues from television broadcasting, which should be distributed more fairly, and the sums fixed in the contracts with the TV channels should be increased considerably – they are very far from the money that is paid by channels for the broadcasting of matches of the Premier League or Series A.

If we compare the two Spanish giants "Real Madrid" gets more income, especially in the ticket offices, but it remains behind Barcelona, as it has more debts. However, accounting does not reflect one of the most important assets – the cost of players, students of the Barcelona football school.

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THEORETICAL ASPECTS OF SALES MANAGEMENT IN ORGANIZATION

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The article is devoted to the problems solved in the process of marketing activity. It analyses the stages of sales management in the organization, which include: definition channels, the choice of intermediaries, business supplies, promotion and supervision of intermediaries. Under phase selection intermediaries we consider three strategies to reach the market – an intensive and selective distribution, exclusive distribution.

A distinctive feature of the economy today is a mismatch of time and place of production of the product to the place and time of its consumption. Solving problems arising in connection with this, requires significant financial investments. To borrow a sustainable competitive position in the market, the manufacturer must rationally decide emerging challenges at all stages of their product.

In market conditions, sales of products is an integral part of organizations.

In a narrow sense marketing – itself directly purchase and sale and transfer from the seller to the buyer as the product itself, as well as property rights to it. Broadly speaking, the concept of sales includes the entire chain of operations since the release of the goods outside the company before handing it to the buyer [1].

Our studies of theoretical sources reveals the following basic system problems solved in the course of marketing:

1. Implementation analysis of "consumer – goods market ", the results of which are developed strategies of the organization in the market. By analyzing the behavior and preferences of consumers in relation to the organization as a commodity and competitive product, you can solve the fundamental question – how much real goals set before the marketing and service costs are necessary to achieve the goals.

2. For any service marketing one of the primary tasks is to develop the most efficient structure of distribution channels and systems to manage these channels. Solution of this problem determines how, when and where the goods and services reach their consumers.

3. Challenge in ensuring the financial efficiency of sales operations. This is achieved through the development and implementation of policies and the creation of a commercial loan the following systems: accounts receivable management, inventory management systems of finished products, the system of discounts for buyers.

4. Provide a comprehensive and efficient service consumer marketing logistics.

Customer relations must stand at the forefront of marketing for the service, you need to foster an atmosphere of maximum comfort and maximum customer satisfaction . Logistics and service provide all this. Logistics today – exceptionally powerful weapon for competition and customer loyalty formation in relation to the organization.

Service is regarded as an integral part of the marketing for the reason that it helps to shape, develop and maintain customer loyalty organization.

5. Direct sale of products and services.

All previously listed tasks are necessary and make sense only when the process is carried out selling a product or service.

Economics

To solve the above problems, you need the cooperation of all the controls in order to satisfy consumers, the establishment of mutually beneficial exchanges, the possibility of exposure to time, the nature and level of demand, improving financial performance of the company [2].

Next, we consider in detail each of the stages of the sales management.

Step 1. Definition channels

Select a specific distribution channel depends on the resources of the organization, from the positioning strategies of projected sales figures. If the organization can afford to sacrifice short-term profits for the sake of expansion / strengthening its position in the market, it makes sense to expand its own staff, but please note that direct sales are associated with high fixed costs. If the products are sold through intermediaries, the minimum assumed constant, but high variable costs. For mediation should be handled if the organization is satisfied with its share of the market. [3]

Since direct sales require significant costs, the choice of distribution channel is determined by the resources of the organization. And finally, the selection of channels depends on the positioning strategy. In particular the most important question of the intensity of geographical coverage.

It is important to assess whether all the participants are motivated by the future distribution channel, the possibility of monitoring the work of mediators, the degree of risk conscientious work. Role of product supplier in the organization party channel determines the degree of motivation of participants in the channel. Positively to such intermediaries motivation affect long-term cooperation with the supplier, remuneration and incentives for quality work.

Manufacturers prefer channel in which they can control the work of the participants, manufacturers usually choose the channels in which they are able to supervise the work of the participants and influence the development of intermediary promotion strategy, presentation of goods to customers.

The level of control is determined by the relative power of the supplier over the canal and the ability to apply to the intermediary sanctions for poor performance.

There is a risk when using products in the channel. When interacting with the manufacturer intermediaries gain experience and knowledge, and may subsequently become the competitors.

Manufacturer using a single channel, risks falling into isolation, oblivious of new opportunities or threats.

Selection of the optimal channel is a process consisting of the following steps:

- define objectives, strategies, and reliability characteristics of the channel used as criteria for evaluating the options;

- assessment of the degree of importance of each criterion;

- establishment of a list of options under consideration;

- evaluation of each option on the accepted criteria and selecting the best.

Step 2. Selection intermediaries

The second step is to determine the number of middlemen. A key factor influencing the adoption of this decision – market coverage strategy, chosen by the organization.

There are three strategies to reach the market:

1. Intensive marketing strategy in which the number of retail outlets and warehouses - the maximum for accessibility to the maximum number of consumers. This strategy is preferable to not labor services, consumer goods, commodities. When applying this strategy should take into account that it is difficult to control the entire market, it is difficult to maintain the image of the brand / organization products have different margin markets. As an example of this strategy it can result in the sale of chewing gum wherever possible;

2. Selective marketing strategy. This strategy is used to pre-select item. The hallmarks of this strategy is the limited availability of goods (manufacturer takes this step consciously, in order to reduce costs of production and ensure more effective cooperation with intermediaries), orientation, in most cases, a short indirect sales channel and serve as a wholesaler directly organization. Examples are the leading representatives of the fashion industry, which spread their garments in shops only passing careful selection;

3. Exclusive distribution and franchise – market coverage through a single manufacturer mediator. With this strategy, the mediator will not distribute competing brands of the same product category, promote the policy of the manufacturer. In contrast to the intense marketing strategy, this strategy allows you to fully control the actions of intermediaries and the formation / maintenance of the image of the brand / organization. In the presence of exclusivity manufacturer can charge higher prices, and therefore the share of profit in this strategy is high. In this case, the organization does not set goals to increase sales.

Separate species is the exclusive distribution franchise. Franchise is a form of agreement between the person / group of people (franchisee) and a trading group (the franchisor), in which one party transfers to another party for a fee, the right to a certain type of business. Franchise can be between a manufacturer and a retailer, the manufacturer and the wholesaler, between the wholesaler and retailer, between the firm and service distributor

(distributor). The leading representatives of the auto industry, realizing their cars only through exclusive dealers who are represented in a particular region can serve as a definite example.

At a time when the organization is determined with the number of intermediaries, it is necessary to determine their type. For this it is necessary to conduct a comprehensive analysis of the advantages and disadvantages of each type of mediator, given tasks set by the organization in the field of marketing.

Intermediaries used to assess the following criteria : to be defined by how much actual sales corresponds to the planned ; accounted skills to attract new customers , as well as the ability to maintain and develop relationships with prospective clients ; intermediary share in total sales organization , in comparison with the cost of this work mediator , the fulfillment of contractual conditions.

Step 3. Supply management products in the enterprise intermediaries (tovarosnabzheniya intermediaries)

When organizing tovarosnabzheniya intermediaries must comply with the following requirements: delivery should be planned, rhythmical, quickly and cost effectively.

The following factors influencing the process tovarosnabzheniya intermediaries: the specific characteristics of products supplied; condition and placement of storage facilities, the accuracy of the information used to calculate the volume and delivery schedule, the development of transport infrastructure in the region.

Step 4. Promote the activities of intermediaries

To sell products of the supplier effectively, you need to motivate members of the Sales channel.

Factors stimulating the motivation of channel members are short-term economic "bait" to encourage intermediaries to promote goods of the producer.

Step 5. Control the activities of intermediaries

The degree of control depends on the coordinated control figures performance: normal sales figures inventory, delivery time buyers and programs to support, sales promotion and training. Ongoing work periodically compared with the control figures, identifies deviations and appropriate action taken.

Control is assessed as effective when the capacity of the manufacturer influencesthe other channel members.

To assess the effectiveness of the sales organization the following indicators are used: market share of the organization, in comparison with its competitors, trends in this share, compared with competitors determined - sales of their yield and profitability, costs.

Presented above steps of finished product sales management, quality and consistent performance which enables an organization to create an effective marketing activities and have a competitive advantage in the developed markets.

The basic management functions of planning, organization, motivation and control, reveal the essence of sales management organization.

Today, along with the direct production of goods, the ensuring of their availability and setting an acceptable price play an important role for regular communications with potential and regular customers of the organization.

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TRANSPORTATION AND FORWARDING SERVICES IN THE INTERNATIONAL LOGISTICS

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The relevance of the article is the fact that in a globalized modern economy efficiency of cargo delivery is included in the priority areas for reducing costs of industrial enterprises, as well as trade and services. Therefore, in recent years there have been a pronounced trend selection forwarding activities as an independent branch of the transport complex.

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One of the main tasks of forwarding activities in modern terms is a search for the most effective option for customer delivery by one or more means of transport.

High readiness for delivery of goods is very often determined by macroeconomic necessity. For example, constant unlimited readiness to supply goods for utilities and energy facilities, hospitals, transport and certain amounts of inventory state oil companies, or mandatory food supplies are justified. Forwarding services is an activity in the field of transport, covering the full range of operations and services for the delivery of goods from producer to consumer.

Forwarding service includes performing freight forwarding operations and services.

Forwarding operation is a complete elementary, recurring action, providing forwarding services.

Forwarding service is a separate transaction or group of transactions, directly aimed at meeting the specific needs of the customer in the Freight Forwarding, and characterized by the presence of the necessary technological, economic, information and legal support [1].

In Belarus there is a law dated by June 13, 2006 No 124-3 "On forwarding activities." This law defines the legal and institutional framework for the implementation of freight forwarding activities in the Republic of Belarus in order to create conditions to meet the needs of the economy and the population in the freight forwarding services. Transportation covers the central place in the forwarding service. Transport is a branch of material production, providing transportation of people and goods [2, p. 72].

The types of transport include rail, road, water, air, and pipeline. Each means of transport has its own advantages and disadvantages.

Trains are often used to transport heavy and bulky loads over long distances. Rail transport is one of the most important types of modern transport.

There are the following features and advantages of rail transport:

1. lower cost of transportation of goods compared to other means of transport and the ability to transport them regularly, regardless of weather conditions and time of the year;
2. possibility of building a railway track on practically any land area and organization of public transport with a high carrying capacity, as well as with a high speed;
3. trains are characterized by universal rolling stock designed to transport a range of different goods.

Road transport is aimed to transport goods by road and has a considerable field of application for the delivery of products for short and average distances as well as for long distances, when you need to transport specific types of goods, and thus reduce the time of delivery.

Road transport has its own characteristics different from other means of transport, which are generally limited to the following:

1. the possibility of transporting almost all kinds of goods (from unitized to granular and liquid);
2. direct delivery of goods without transshipment or with a minimum of cargo-handling operations;
3. considerable flexibility of road transport.

Water transport consists of two components: inland and marine transport.

Inland water transport holds a special position in the transport service. It should be noted that the river basins are completely or partially isolated and form independent transport markets.

Inland water transport has some specific features:

1. relatively low cost of goods transportation (the cost of transportation on the main rivers is 35% lower than on rail roads, and 3-5 times lower than on roads);
2. cargo transportation seasonality and movement restriction by weather conditions;
3. high capacity of inland water transport.

Marine transport is widely used in international and domestic cabotage (shipping between ports of the same country) transportation.

Maritime transport has several features:

1. practically unlimited linear traffic capacity;
2. relatively low investment like in river transport;
3. significant amounts of foreign trade cargo, which currently can not be delivered by none of other means of transport at international and intercontinental scale.

Air transport (planes and helicopters) is the fastest, but also the most expensive means of transport.

The main features of air cargo transport:

1. emergency goods delivery, such as medications, humanitarian aid, perishable goods to the emergency area;
2. industrial products and food, the most valuable cargo, and mail delivery to hard-to-get by land and water areas;

3. sufficient aircraft (helicopters) maneuverability together with significant non-stop flight and the shortest air routes compared with the routes of other means of transport.

Another means of transport is *pipeline*. Its features are:

1. low cost together with high traffic capacity, as well as a high degree of goods security;
2. movement low speed (usually no more than 10 kilometers per hour) and inflexibility (transportation is provided between fixed points);
3. narrow range of transportation goods (liquid, gas, emulsion) [3, p. 13].

Besides the variety of means of transport, there is a variety of *cargo transportation models*.

The following *cargo transportation models* are currently available:

- *Unimodal model* involves the use of only one type of transport for delivery of goods to the consumer;
- *Intermodal model* is successive transportation by several means of transport in one and the same loading unit;
 - *Multimodal model* is a modification of intermodal model and differs from it in that one means of transport (e.g. rail) acts as the main carrier, and interacting means of transport are customers paying for its services.
 - *Transmodal model* is based on the transportation technology by different means of transport by the single transport and travel documents;
 - *Amodal model* includes organization of certain routes realized by various means of transport, and is controlled from a single control point [5, p. 87].

There are a number of support services provided in forwarding activities. These services can be divided into *transport, forwarding, logistics, commercial and legal, informational*.

Transportation services include transportation, loading and unloading, storage and terminal operations;

Forwarding services involve cargo preparation for delivery, packaging, labeling, counting, weighing, reception and delivery, assembly and consolidation of large shipment, delivery organization, protection and maintenance of goods in transit, current operations;

Logistics services are coordinated and facilitated the delivery using complex circuits and itineraries involving several modes of transport;

Commercial and legal services are comments and delivery legal support, conflict resolution, registration with governmental and regulatory agencies, missing and lost goods tracing [3, p. 163].

Information services include documentary support of transport and forwarding operations and customers notification about the location and condition of the cargo.

In accordance with international logistics the process of delivery in international trade involves the following operations:

1. transportation of goods from point of production to the internal border points (ports) of the exporting country;
2. international transit or sea transportation from the point of the exporting country to the border point (port) of the importing country (if there is no common land border between these countries);
3. transportation from the border of the importing country to the inner point of consumption goods [2, p. 108].

Transport operations are considered international if they are associated with the movement of foreign trade cargo to foreign countries with respect to the seller and the buyer country transportation route segments (i.e. section B-C is present) (Fig. 1).

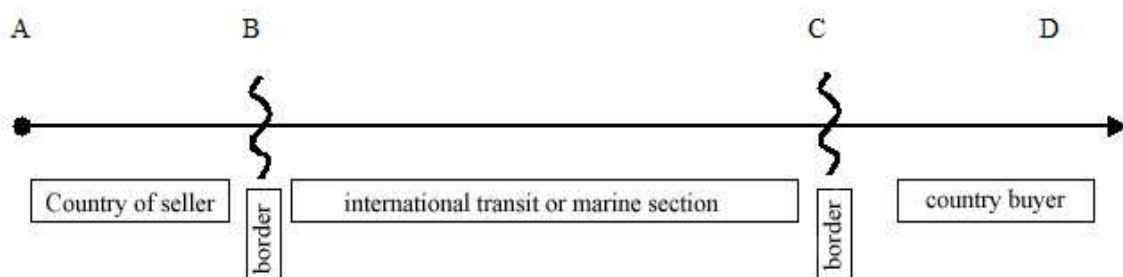


Fig. 1. Cargo movement pattern in the international transport and forwarding process

Source: author's design

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In a broad sense, international freight forwarding services include, in addition to direct transport activities, a variety of related transactions:

- cargo delivery from the warehouse of the sender to the nearest freight terminal;
- loading of goods by main means of transport;
- cargo transfer to other means of transport at intermediate points;
- cargo unloading at the point of destination;
- temporary storage of cargo at intermediate points;
- recompiling shipping documents for the cargo [1].

Thus, in addition to cargo carriers, various economic agents, including freight terminals in the ports and stations are involved in the international freight forwarding process. During international shipments, especially of finished and semi-finished goods, the cargo moves repeatedly sequentially from carriers to terminal operators and from them again to carriers, etc. Subjects responsible for the goods change simultaneously.

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ECONOMIC REGULATION OF FOOTBALL CLUBS IN THE ENGLISH PREMIER LEAGUE

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The article is devoted to the economic regulation of clubs in the English Premier League. The issues of income, wages, investment and net transfers of football clubs in the Premier League are dealt with.

Football has a direct and indirect impact on the global economy. The impact is often extremely significant. The famous financial company Goldman Sachs has published a report, according to which the growth of stock markets in developing countries, whose teams have won the world championship, on average has exceeded the growth of stock markets of countries-losers by 9 – 10% on average since 1966. In turn, the countries, whose teams lost the finals, have suffered damage at their stock market – the indices have decreased by 20 – 25%.

A new study conducted by the Dutch banking group ABN-AMRO has shown that the influence of football victories and defeats on the economy cannot cause a financial crisis or, on the contrary, boom, but it is very significant. The victory in the World Cup final in most cases accelerates the growth rate of gross domestic product (GDP) of the country-winner by 0,7 %. At the same time, the losers, in other words, those teams that dropped out at the preliminary stages of the tournament, usually lose 0,3 % of their GDP. However, this rule has some exceptions: in 1974 and 1978 Germany and Argentina entered a period of economic recession despite the fact that their teams had received the "Golden Goddess". It is curious that the economy of the Netherlands, the unlucky finalist of both Championships, also suffered, but less than the winners [3].

Football economy has a number of restrictions.

Firstly, the World Championships have been held since 1930, but only two continents – Europe and Latin America have produced the champions. Major world economies based in North America, Asia and Australia have not experienced such influence of football. So far only teams from seven countries – Argentina, Brazil, Uruguay, England, Germany, Italy and France have won the world football crown. Due to this fact, the scale of analysis is limited.

Secondly, economists began to analyze the phenomenon of football only in the mid-1990s; most scientific works are devoted to micro- but not macroeconomics. In other words, the influence of football and other popular sports on the economy of some cities has been studied quite well. The theory of sports business has been worked

out too. The authors of some works analyze the social impact of football. For example, John Sugden and Alan Tomlinson published a number of articles in which they analyzed one of the paradoxes. On the one hand, Asian teams do not do particularly well in international competitions, but on the other hand, the broadcasts of matches of European championships are incredibly popular in Asia.

Thirdly, there are some problems with obtaining the necessary data for analysis. Many poor countries participating in football Championships do not have clear statistics. Therefore, it is extremely difficult to determine how football affects their economy.

Nevertheless, there are some representative facts. The International Federation of Football Associations (FIFA) consists of 240 members – more than in the UN (191). FIFA unites more than 300,000 clubs and approximately 240 million players. FIFA has the status of a non-profit organization. According to the reports its annual profit amounts to 700 million dollars. FIFA gets 96% of its income through football competitions, and the most profitable event is the FIFA World Cup [3].

The sponsorship of the World Championships is constantly growing. Football positively affects traditionally "non-football" countries. In 1994 the World Cup was held in the USA. Some matches were held in Los Angeles and New York. The research conducted by the consulting firm Waltz showed that the economy of Los Angeles had received 623 million, and New York – 452 million dollars.

The latest release of the Deloitte Annual Review of Football Finance contains the audited figures for the seasons 2007/08-2011/12 in dynamics. It is clear, that ManCity has been leading in the wage growth rate for 5 seasons – almost 400%, Tottenham is in second place – 90%, and Arsenal is in third place – 40%.

But if the growth rate of ManCity is justified by the fact that in the 2011/12 season the club became the champion of England, the growth of Arsenal wages – is unclear. The wages of Tottenham increased by 90% in the season 2011/12. However, the club did not reach the level of Arsenal in the season 2007/08 under this item. ManUnd showed a small increase in 2011/12 (as in all previous reporting seasons), while Chelsea and Liverpool generally reduced expenses on the statement. Fig. 1 shows the total of wages spent by the clubs in million pounds [2].

If you apply the rule "the larger statement, the better position in the table", than ManUnited achieved the best results for 5 years, but according to the statement the club is not the leader. However, the current season can worsen the statistics reached with Sir Alex dramatically.

There is no doubt that now Chelsea and ManCity are contenders for the title, so their huge statement does not cause any amazement. The success of Arsenal is comparable with Tottenham, but Arsenal spent 1,6 times more. Liverpool, of course, paid the salary the least efficiently but its growth has already stopped.

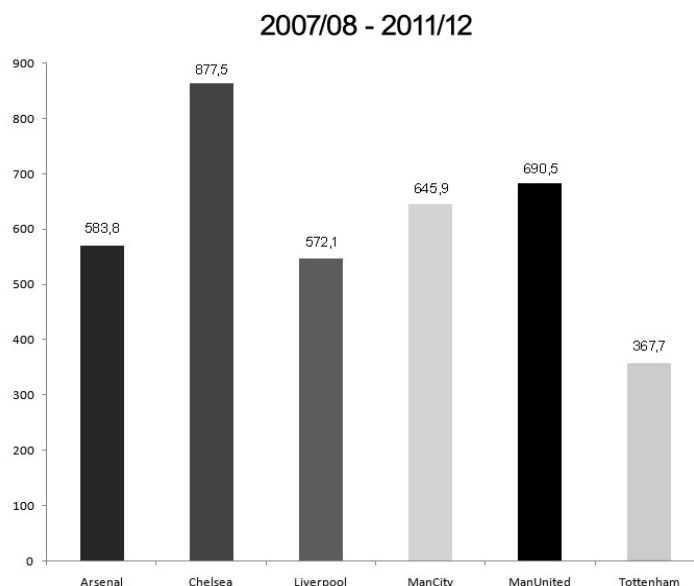


Fig. 1. Indicators of the clubs' total expenditure on wages for 5 years, million pounds

Except the salary net transfers refer to investments in the team. It is absolutely obvious that bringing the team to the level of the contender for the title requires significant investments in the acquisition of new players (ManCity, 95 million pounds on average during the season). Staying at the same level requires fewer investments (Chelsea, 28 million pounds).

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The low costs in the United were compensated for Ferguson's genius, but now the team will have to be invested in much more than 14 million pounds on average during the season. Liverpool (24 million pounds) and Tottenham (16 million pounds) are engaged in the transfer policy, which can be called reasonable. Arsenal was the only leading club which did not invest in players but took out of players.

The overall investment in the teams in the form of net transfers and wages is shown in Fig. 2 [2].

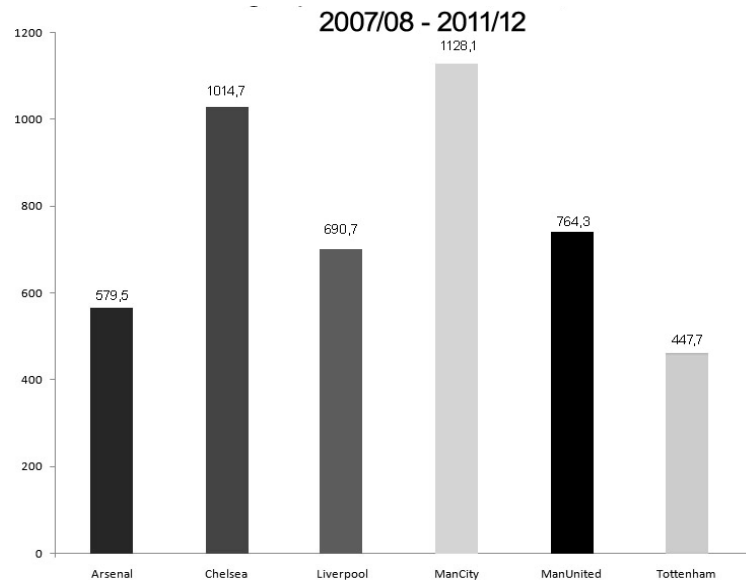


Fig. 2. Investments in the teams in the form of net transfers and wages for 5 years

For four years of the reported five years ManCity was busy creating the team-contender and spent the most. Chelsea is pursuing an aggressive transfer policy and remains a contender for all the titles. By the way the club won the Champions League in 2011/12, therefore it spends more than 200 million pounds per season on investments in the team. There is a tendency to reduce this amount. ManUnited spent funds most effectively, having won three Championships of five during the reported period. Tottenham acted reasonably, constantly strengthened the team, and it has been very close to regular qualification in the Champions League in recent years [2].

Therefore, the English system of "managers" (the coach works with the team and is responsible for the budget at the same time) seems to be absolutely unworkable, as it generates the internal conflict, and people are forced to choose between money and results. The revenue of English clubs in comparison with two previous seasons (total and on the following items: the stadium, TV rights and merchandising; without income from transfer activities) is shown in Fig. 3 [4].

The fall of ManUnited and Tottenham, as well as the growth of Chelsea are directly related to their results. The stagnation of Arsenal and Liverpool has various reasons. The growth of ManCity is largely dependent on UEFA's strange position regarding the club's business.

The fall of the United is connected only with the reduction in the number of home games. There have been fewer games due to early "flight" out of the FA Cup and the Champions League/UEFA Europa League. But the average revenue per one game increased in the previous season from 3,8 to 3,9 million pounds. Thus, the results of the team resulted in the fall on this item. The growth of Chelsea, on the contrary, can be explained by three additional matches. The club receives 2,6 million pounds per game, which is due to the low capacity of the stadium. It is clear that the owners of the club are looking for a possibility for the construction of a 60-thousand arena to raise the revenue of the game at least to the level of Arsenal – 3,3 million pounds. The stadium gave Arsenal more during the reported period because the club had extra qualification home game in the Champions League. The revenue would not have exceeded the indicators of the previous periods without this game [4].

A slight decrease in the revenue of Tottenham from the stadium is connected with the fact that it had one game less. On average, the club receives 1,6 million pounds from the game. If it is true that it can fill a 58-thousand stadium, the club will be able to match its bitter rival Arsenal for total proceeds.

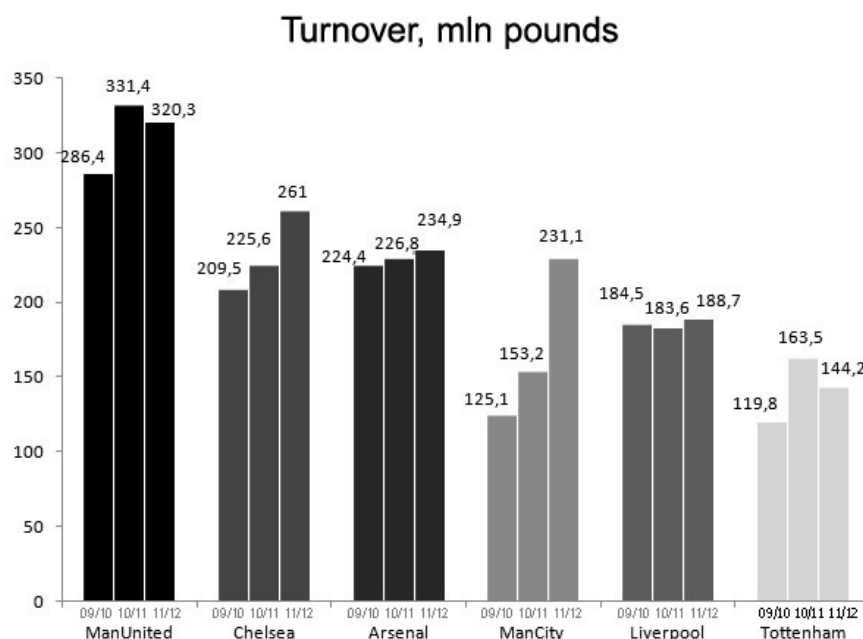


Fig. 3. The revenue of English clubs in comparison with two previous seasons, including the items of stadium, TV rights and merchandising

It is absolutely obvious that United has lost 15% because of the failure in the Champions League. Actually, this item of income of all clubs directly depends on their performances on the field. It is this item that is followed by the greatest losses if the club does not get into the Champions League – not less than 25 million pounds.

With the season 2013/14 the incomes of all clubs will grow by 30 – 40 million pounds, thanks to new extraordinary TV contracts of the English Premier League. The indisputable leader here is ManUnited. Even after a relatively unsuccessful last season, the club continues to make extremely profitable commercial deals, enhancing the understanding of the market sponsorship agreements in sports. It is assumed that by 2014/15 the club's commercial revenue will double again [4].

In general, the situation in various clubs is different. Manchester United is on the financial rise thanks to the sharp growth of commercialization of the club. And if the club did not have debts, today ManUnited would undoubtedly be the most financially secure world club. Chelsea and ManCity have no cause for concern. However, if the owners decide to sell the clubs, ManCity will have more problems than Chelsea.

Arsenal has been stagnating for three seasons. The coming increase in TV-payments will keep the club at the same level instead of falling down. The current policy aimed at deriving profit from the sale of the best players will inevitably lead first to a further decline in results, and then to the financial collapse. Liverpool is at the bottom of income now, but as soon as the club enters the Champions League, the revenue will rise sharply. The same thing will happen when Anfield is reconstructed.

England was the first European country to introduce the so-called ceiling of wages in their League– the limit on players' earnings. Financial rules have been tightened too. The tragedy of "Portsmouth" and poor financial performance of many clubs forced the Premier League to introduce new financial rules. They are similar to the rules of financial fair play in UEFA. The clubs cannot suffer losses of more than 105 million pounds over three years. If the club's rich owner is not able to cover the loss, the maximum minus should be only 15 million [1].

The English clubs the owners of which did not invest in the budget much wanted to impose strict rules like the financial fair play in UEFA. The American owners of Manchester United and Liverpool have never intended to invest a lot of money in transfers and wages. But "Chelsea" and especially "Manchester City" were against any restrictions, because their owners want to continue investing in the team on a large scale.

The so-called ceiling of wages is popular in North America, but it is not accepted in European football. UEFA intended to introduce it but ran into resistance from the EU. Restrictions in payment do not correspond to labor legislation of the EU. Such restrictions are necessary in closed leagues, where the teams neither increase

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nor decrease in class as in the North American NBA and NHL. England was the first European country to introduce the ceiling of wages (outside Europe it exists in Australia and the USA). However, in England it will be very soft.

The rule is following: the club which salary item for this year will exceed 52 million pounds, in the future be able to increase it only steadily – not more than 4 million pounds per year [1].

Next year English clubs will earn on television even more than before. The new TV contract amounting to 5,5 billion pounds will come into force. However, the clubs fear that the growing appetites of the players can eat up a large part of their television lot. Currently 13 of the 20 Premier League clubs have payrolls exceeding 52 million.

Clubs can spend any amount on the players' salary but the growth of payroll is limited. ManchesterCity does not have to sell out their leaders. Next year they will buy four players instead of eight. Or they can buy eight players and sell four instead [1].

In addition, clubs may increase the payroll at the expense of their fans, raising the cost of tickets for matches. This is an extremely sensitive issue for England – football there ceased to be affordable long ago. This measure, respectively, does not intensify competition in the League but forces the clubs to act more carefully in their transfer policy.

We cannot say that English clubs have started to care about the common good – everyone voted for the reforms because they saw some benefit for them. The reforms can be called liberal – none of the rich will have to tighten the belts. Nevertheless, thanks to these reforms English clubs will be more sustainable in financial terms. The risk of economic collapse for the Premier League clubs has noticeably decreased. In England clubs are obliged to publish their financial records. Due to this fact the fulfilment of these rules can be controlled.

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UDC 338=111

PREREQUISITES FOR THE FORMATION OF INTELLECTUAL POTENTIAL IN THE REPUBLIC OF BELARUS

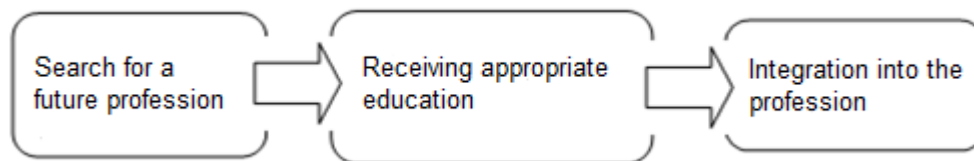
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Speaking about the practice of forming intellectual potential, we mean the process of integrating of a qualified technician into the profession. However, the integration of a specialist into the profession does not happen instantaneously. This process is carried out through a number of stages:

- to choose the future profession ;
- to receive appropriate education;
- to integrate into the profession.

We believe that all steps are equal but have their own characteristics. So when selecting the future profession applicant may not have sufficient information about the demand level for the profession at the moment and in the future, as well as about wages. One more important stage is choice of the educational institution, as it has different degrees of prestige and certain differences in the educational process. At the stage of integration into the profession young professional should choose an organization in which he will be demanded and receive all the necessary conditions for work.

Then imagine a flowchart illustrating the process of integration of young professionals in the profession:



Note that in the first and the third stage there is a number of similar features, the difference is determined by the time during which the applicant is educated. These features include:

- relevance of the profession;
- wages and working conditions;
- geographical location, distance;
- required level of education.

Thus, there are sometimes occasions when at the time of admission to the educational institution the chosen profession is in demand, and by the end of studies it loses its relevance. In this case, the young specialist may have problems with finding a job. At the same time things can go contrariwise. This is clearly seen in the construction services market (professionals in this field are sorely lacked), as well as in the economic services market (excess of certain specialists).

In this case, it is advisable to consider some practical recommendations or techniques for selecting and integrating into the profession for students and young professionals in terms of employability.

First step: to examine the situation on the labor market in order to determine the most and least popular specialty and identify trends for the next 5 years (estimated time for education and finding job).

Second step: to determine factors that cause the situation in the labor market. For example, what has caused the utter lack (or excess) of certain specialists: a) lack (excess) of graduates, b) difficult conditions and remoteness, geographical location (possibly in other place), d) the low prestige of the profession, low salary level.

At this stage, each entrant and a young person must define the field in which he wants to work, possibility to move to other city, and other necessary conditions. Salary is not a key factor at this stage, however it's rather important to take it into account.

We represent here practical application of this technique.

First step: to study Vitebsk region for potential jobs in the coming years. For this we consider a program of socio-economic development of the Vitebsk region for 2011 – 2015 years.

In Chapter 3 of this program local resources and socio-economic potential of the region indicate that the territory of Vitebsk region have two international transport corridors (Number 2 and number 9) that join Belarus with the Russian Federation and Europe. This may lead to the increasing demand for specialists in the field of logistics, as well as employees of the transport infrastructure (construction workers, drivers, service fueling, tire changers and other stations).

In Chapter 4 it is noted, that production of industrial enterprises of Vitebsk area should be about 21% of the national index. Therefore, they will actively involve industrial organizations, factories. So, let's assume that the engineering and technical professions will be in demand on the labor market for about 5 future years.

Thus, this article presents the author's technique to explore the labor market for required specialties with the aim of employment. The technique is theoretical and may vary in each case under consideration.

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DISTRIBUTION OF INCOME IN THE NATIONAL BASKETBALL ASSOCIATION: CURRENT STATUS AND PROSPECTS**ANASTASIA HALUBKOVA, ALIAKSANDR MATVIENKA****Polotsk State University, Belarus**

The article is devoted to the economy of the NBA in general and the payroll cap rule. In the article the questions of income distribution, financial condition, operating profit, salaries of players and structure of the National Basketball Association are discussed.

NBA players were the first among the members of the American professional sports leagues, who organized a trade union in 1954. In 1983 the first collective agreement in income was signed. It regulates the relations of the players and teams owners as workers and employers. In the same year, with a "payroll cap" – maximum allowable sum of the costs of one club on payouts to players as wages.

For many years before that, all players received roughly the same amount, which is accounted for less than a thousand dollars a month. But the salaries of the players to grew, and in 1964 Wilt Chamberlain became the first player in NBA, who stepped to a hundred thousand dollars for a season. Trying to prove their advantage in the competition, Bill Russell from "Celtics" signed a contract for the sum of 100 thousand and one dollar, and in 1968 Chamberlain puts his signature under the contract to the amount of 750 thousand for three years. During the first season in the League the salary record moved to Karim Abdul-Dgabbary, and since that wages of the "star" players always sought up with ever-increasing speed. Since 1984 player salary has grown almost 10 times. Individual payment and the payroll cap are formed on the basis of the forecasted rating BRI (Basketball Related Income) – total revenue of the NBA in all spheres [3].

The payroll cap in the NBA is soft – there are many officially authorized exceptions when signing contracts with the players and developing an overall picture of the economic situation of the club. The payroll cap can be significantly exceeded. However, for exceeding the owners of the clubs have to pay a special tax (luxury tax) in the amount of 100 % of the excess to the budget of the League. Payment occurs if the costs for salaries exceed a certain fixed level of taxes (70 million dollars in 2011). Money is distributed between other teams – equalizing the financial potential of clubs.

There is also individual players' income limit for both minimum and maximum salaries. For example, the NBA newcomer cannot earn less than 473 thousand dollars a year (in seasons 2010/11), and after 5 years in the League minimum salary exceeds one million dollars. In turn, the maximum salary of a "first-year" and that of a person playing in the NBA the sixth year, is the same and amounts to about 13 million a year. As for veteran (more than 10 seasons) upper salary limit exceeds 19 million [3].

Starting with the 2012/13 season payroll cap is set as 44,74% of the forecast income from the basketball activity and is divided into 30 teams. Under the terms of a new collective agreement payroll cap in the 2012/13 season can not be lower than 58,044 million. This amount has been set for the coming season.

The forecast of revenues from basketball activity set for seasons is the following: 2012/13 – 4,308 billion dollars; 2013/14 – 4,481 billion dollars; 2014/15 – 4,660 billion dollars; 2015/16 – 4,870 billion dollars; 2016/17 – 5,089 billion dollars; 2017/18 – 5,318 billion dollars; 2018/19 – 5,557 billion dollars; 2019/20 – 5,807 billion dollars; 2020/21 – 6,069 billion dollars [1].

Although the distribution of income is not included in the list of issues discussed by the NBA and the players union, and is rather an internal matter between the owners of the teams, the players trade union, can prepare their own decision, based on a greater redistribution of incomes between the owners [2].

Agreement of 2005 was completely in favor of the players and turned expensive for many team owners. To come to a compromise in the new agreement, players tend to give up some benefits received by the last agreement and reduce their secure share in the income of the League (the so-called "basketball profit"). Let us consider the current system of income distribution in the NBA and the way it can be converted to ensure the profitability of all teams in the League. Income distribution is the process of "redistribution" of income between the teams in the League. One form of such distribution may be tax and revenue sharing of all the teams over a certain amount. Drawback of this scheme is that successful teams are forced to subsidize less successful ones, which results in a reduced interest in increasing the profit. In the NBA there is a more limited system of income distribution compared to the NFL or a major baseball league, where it is intended to neutralize the sizes of media markets teams. The NFL also adopted a considerable profit share from attendance (60 % in favour of the home

team, in the NBA hosts get all 100%). In MLB income from local TV companies are under the distribution, as the NBA divides only the income from national television, licensing, digital rights, trade agreements and luxury tax.

Luxury tax is a tax levied on an NBA team, whose payroll exceeds a certain level (70 307 000 dollars in the 2010-2011 season). For every dollar spent on wages above this level team pays 1 dollars tax. The total amount of all the teams is divided by 30 and is distributed between those who do not pay tax. It is important to note, that in fact it is a tax on sports competitiveness of a team, not on profit. Thus those who pay luxury tax may be at a loss. In addition, under the current system all teams spending from 50 to 70 million dollars on salaries are in the same situation, although their competitiveness is different [2].

Independent evaluation of the NBA shows the league, slightly increasing in comparison with other sports, which has unequal distribution of income between teams – but, in its essence, is a healthy, profitable business. Plus, it is not clear how the growth of salaries of players, the very modest compared with the other leagues, and which is directly linked with income League, may be responsible for the current difficulties.

Table 1 reflects the financial situation of the NBA since the season – 1989/90 to 2009/10, according to data prepared by the magazines Forbes and Financial World (some data has not been published, and Forbes left these columns empty) [4].

Table 1 – NBA Financial Performance 1989 – 2010

Year	Revenue			Expenses			Oper.	Oper.
	Tickets	Other	Total	Player	Other	Total	Income	Margin
1989-90	518	516	1,034	420	394	814	220	21,3%
1990-91	578	783	1,361	534	574	1,108	253	18,6%
1991-92	649	923	1,572	686	598	1,284	288	18,3%
1992-93	680	919	1,599	775	522	1,297	302	18,9%
1993-94	775	1,096	1,872	775	677	1,452	419	22,4%
1994-95	826	1,201	2,027	934	520	1,455	572	28,2%
1995-96	950	1,398	2,339	1,097	785	1,882	457	19,6%
1996-97			2,557			2,297	260	10,2%
1997-98								
1998-99			1,611			1,830	(220)	-13,6%
1999-00	937	2,038	2,975	1,773	993	2,766	209	7,0%
2000-01			3,091	1,920	990	2,910	181	5,8%
2001-02			3,260	1,865	1,093	2,958	302	9,3%
2002-03	1,168	2,072	3,240	2,021	1,008	3,029	212	6,5%
2003-04	1,192	2,231	3,422	2,017	1,082	3,099	324	9,5%
2004-05	1,220	2,395	3,615	2,091	1,258	3,349	266	7,4%
2005-06	1,211	2,463	3,674	2,166	1,282	3,448	226	6,1%
2006-07	1,258	2,562	3,820	2,206	1,302	3,508	313	8,2%
2007-08	1,246	2,612	3,859	2,219	1,314	3,533	326	8,5%
2008-09	1,224	2,661	3,885	2,323	1,323	3,646	239	6,1%
2009-10	1,146	2,659	3,805	2,204	1,418	3,622	183	4,8%
5-Year Δ	-6,1%	+11,0%	+5,3%	+5,4%	+12,7%	+8,2%	-31,3%	
10-Year Δ	+22,3%	+30,5%	+27,9%	+24,3%	+42,9%	31,0%	-12,6%	

Source: Forbes and Financial World estimates: all data in millions dollars, figures are adjusted for inflation to January 2010 prices.

The first column is the income from the sale of tickets, data indicate that this area is quite doubtful. Adjusted for inflation, the profit from the sale of tickets for the past five years decreased by 6%, while they increased by 22% compared to the 1999/2000 season. Other income like selling licenses and mediarights increased significantly thanks to a long-term, high-profit television NBA contracts. They increased by 11% over the past five years and by 30% over the last ten years. The main expenses are players' salaries. They followed a similar trajectory to that of the League income, and increased by 24% over ten years, although the growth has slowed a little after the recession. And this is not a coincidence; the current collective agreement on players'

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salaries is directly related to the incomes of the League. In fact, thanks to the little-known clause of the employment contract, the players are obliged to return a part of their salaries in case of exceeding 57% of the League income, which happened during a few latest seasons. The share of income for the NBA players corresponds to those in other major sports leagues and has remained stable for the last decade.

The increase in other expenses (non-player expenses) took the lead over wage growth and accounted for 13% over five years and 43% over ten years. Despite the fact that some of them undoubtedly reflect such things as League investments in digital media or attempts to promote the game internationally, they, nevertheless, have a significant effect when reviewing the final balance. If these costs were the same in 2009 – 10, as they were in 1999 and 2000 (adjusted for inflation), the League now has a record profit. And still, the data by Forbes suggests that the League is profitable. Its operating income – net gains (before taxes and interest on loans are paid) accounted for about 5% in 2009 – 10 and was equal to approximately 7% during the period of the current employment contract. 5 – 7% profit is unlike what other types of business received recently. 500 companies fortune, for example, gave 4% total profit in 2009 and 6,6% in 2010 (both figures include taxes). Entertainment industry profit, where the NBA should be probably attributed, was basically a bit lower.

The owners of the teams crave such significant players' wage cuts – up to 45% of the League income for the reason – that they think they can achieve this, and it will result in a huge sum of money. If wages will be cut down to 45% of revenues, it will save the owners approximately 500 million dollars per year and about 3 billion dollars during the term of 6-year labour agreement. It is hard to calculate the price of the loss during a season in a short or long term, but potential benefits of such a contract are rather high, and this is what the owners are ready to risk. What the owners of the clubs can think first of all is about their position relative to other sports leagues. Baseball and football are milking cows: NFL brought over 1 billion dollars profit (including taxes) in 2009, MLB – about 500 million dollars for the latest season.

Positions taken by the NBA are closer to the NHL. Several owners of the NBA teams also have teams in the NHL, they can see that the lockout in this League was successful, because it turned 228 million dollars in damages for three years before it (according to table 2) in the state of return comparable with the NBA.

Table2 – Financial Performance of Major Sports Leagues

Year	Revenue			Expenses			Oper.	Oper.
	Tickets	Other	Total	Player	Other	Total	Income	Margin
NBA	1,146	2,659	3,805	2,204	1,418	3,622	183	4,8%
NHL	1,214	1,715	2,929	1,602	1,167	2,769	160	5,5%
NFL	1,660	5,919	7,579	4,205	2,333	6,538	1,041	13,7%
MLB	2,279	3,858	6,137	3,299	2,344	5,643	494	8,1%

Source: Forbes estimates: all data in millionsdollars, figures are adjusted for inflation. Date reflects 2009-10 NBA, NHL seasons, 2010 MLB season and 2009 NFL season.

It is not clear, however, whether the salaries of the players are to blame that the NBA was not able to achieve the level of profitability of the NFL. Between 2000 and 2009, the salaries of the players in the NFL averaged 56% of the income of the League, this indicator in MLB was 58% – both close to 57%, the objective, fixed in the current collective agreement for the NBA. Unlike the NHL, which at the time of a lockout, lost money and where the salaries of players took up to 66% of income (they have since declined to about 54%).

Another factor is the distribution of income between the teams: according to Forbes, 17 of the 30 NBA club lost money in the season – 2009/10. Mainly, losses were small and the League, in general, has remained profitable thanks to such successful franchises, as the "Nicks", "Bulls" and "Lakers", which covered 150 million dollars by themselves. In some way the NBA is now in a position, strongly similar to the one in which a major League baseball was before the strike of the season – 1994/95. On the eve of the strike baseball as a whole was profitable, but in 1993 about one third of the team was losing money, according to Forbes, while the other four teams were taking almost half of all League profits.

Decision adopted in baseball – greater income distribution instead of the payroll cap – can suit the NBA: the profit obtained by the Nicks, "Bulls" and "Lakers" covers the losses of all 17 loss-making teams. On the other hand, the NBA resembles baseball and the fact is that, unfortunately, financial results may not always pass the test. In 2001 MLB has published figures showing that it had a loss of 232 million dollars (including taxes and interest on loans); but independent Forbes evaluation showed that the League has received the profit of

127 million. But industrial disputes of that year and those following in 2006 were resolved successfully, with some minor changes in the financial structure, and have since then only profitable years followed.

A similar discrepancy exists between Forbes estimates – 183 million in revenues in the NBA season – 2009/10 and the stated 340 million League losses. The difference between the two figures approximately corresponds to an average annual reduction of contracts, which the NBA reckons on [4].

There are several reasons to doubt the figures provided by the NBA. First, many of the estimated losses of about 250 million dollars is a result of a specific accounting relating to depreciation and debt repayment during the sales teams. Despite the fact that this inclusion is done legally, these losses remain on paper only and do not affect the real movement of funds. Another potential (and also lawful) trick: moving basketball teams revenues on balance of a related businesses, for example, cable networks, and losses in the opposite direction.

Secondly, published by leakage financial statements of one of the teams ("Hornets") is very close to Forbes. And sale prices of some teams rather exceed their figures. In 2010 "Warriors" were sold for 450 million dollars, it's more than 363 million dollars, which, according to Forbes, they cost. Recently "Pistons" were sold for approximately 420 million dollars, which is more expensive than 360 million dollars, announced by Forbes. Last year "Wizards" were bought for 551 million, which is 70% higher than 322 million dollars stated by Forbes. Comparison of the real prices with theoretical ones is not always correct, as sometimes other assets are sold together with a team, but the market for the NBA teams is quite healthy, and that is inconsistent with the fact that the League is called a broken business model.

The third reason for skepticism: the NBA data is not published, although it is known to the union players. If the League expects trust for the figures, it must open the accounts to journalists, economists and fans.

Fourthly, the current labour agreement signed in 1999 and with minor changes extended in 2005, was initially perceived as conducive to the prosperity of the League. Despite the fact that revenues grew at such a pace, as expected, particularly in recent years (after the recession), the salaries of the players were related to income and did not increase faster. The claims of the owners – smart and successful capitalists, willing to control the free market and make decisions – are not credible. There is no reason to believe that the current financial situation of the NBA is between these figures: rather, Forbes underestimates the profit of the League. For example, The Times reported that the income of the League (not profit) accounted for 4,3 billion dollars in 2010/11 season and more than 3,8 billion dollars in 2009 – 10, stated by Forbes magazine. One of the reasons why the assessment of Forbes can be so underestimated: it became more difficult to calculate the revenue from ticket sales, after both teams have started to classify the most expensive of them to the so-called "premium seating", which is not reflected in the available data about the prices for tickets.

Really, the fact that a significant number of teams can not have high profit, even according to Forbes, reflects a lack of competitive balance of the League. Since 1990, only eight teams won the championship, compared with thirteen in each of the other major sports leagues. Of course, this may be due to factors inherent in the structure of basketball, but the current payroll cap only worsens the situation, making player transitions difficult and the possibility of teams to rebuild gets worse. Fans in many cities have little real hope to see their team's victory in a championship in the nearest future.

The fact that the NBA has published financial indicators, sharply contrasting with estimates of such a reputable and not biased organization as Forbes, shows that the owners are going to win the battle for public opinion, a key part of what can lead to a war of words with players lasting for a year [4].

The main goal of the NBA as a business structure should be supporting such an atmosphere in the league, when all the owners of all the teams will be able to create effective teams, receive certain profit and worthy payment for the work of the players. In MLB model of income distribution overprotects teams from small towns, denying their incentive to develop.

In some way the NBA is now in a position, strongly similar to the one in which a major League baseball was before the strike of the season – 1994/95. On the eve of the strike baseball as a whole was profitable, but in 1993 about one third of the team was losing money, according to Forbes, while the other four teams were taking almost half of all League profits. Decision adopted in baseball – greater income distribution instead of the payroll cap – can suit the NBA: the profit obtained by the Nicks, "Bulls" and "Lakers" covers the losses of all 17 loss-making teams. Players have certain reasons to oppose income division – of some of its versions are the equivalent of a tax on wages, but they would rather prefer it, than measures that League, certainly, will try to take.

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This system is the opposite to that adopted in the NBA when the weak teams receive 3 – 4 million from the luxury tax. The ideal model of income distribution is somewhere in the middle between existing systems in the NBA and MLB.

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UDC [338:66](476)=111

INNOVATIVE DEVELOPMENT OF OIL REFINERY IN THE REPUBLIC OF BELARUS

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Every company has to provide high level competitive ability of products because of some reasons. Certainly it's about forming stable national economy in the Republic of Belarus. The Republic of Belarus is also integrated in European and international economy groups. There is a necessity to expand foreign economic relations and attract foreign investors.

Innovative development is the development, which is based on new technologies and new equipment. Scientific knowledge is embodied in a new elaborations and introductions and it is driving force of this innovation.

Republic of Belarus doesn't have a lot of minerals and natural energy sources such as gas and oil and that's why it's important for us. Under these conditions almost all of organizations in all economic spheres have to do something innovative. Possibility to export new innovative technologies is crucial too [1].

If you want to step on innovative way you need to know some rules: first of all, it's all about scientific and intellectual potential, which is required to start and develop innovative process. Secondly, you should increase number of members of innovative process constantly. Thirdly, you need a developed institutes system, which is aimed to innovative development, and besides these institutes have to provide effective interaction of all participants of innovative activity. At last innovative development requires innovation of majority of economic entities and individuals, which is united in united national innovative system.

Belarusian model of organization of socially oriented market economy and strategy of sustainable development provides an effective innovative and investment policy. Based on an increasing globalization of world markets in conditions of world financial crisis competitive company should be highly-technological and science intensive [2].

It's impossible to create such companies without a support of domestic as well as foreign scientific and technical potential. Furthermore any country uses its own science and technical potential not in full force. In this context it's necessary:

- to modernize primary economic sectors on the basis of technological updating of manufacture;

- to develop material and technical base of science;
- to form an effective national innovative system;
- to form the market of science and technical products and objects of intellectual property rights, to develop innovative infrastructure;
- to expand international science, technical and innovative collaboration;
- to create an effective system of protection of intellectual property rights.

Oil refinery is a conservative department with constant product line (gasoline, aviation, heating fuels, fuel oil and etc.). Quality indicators are determined by machine building requirements and technologies of their further using. Quality indicators are fixed in State Standards, Technical Conditions and in the other documents.

Over the last 10 years there was tightening of requirements for the sulfur and aromatics in fuels. That's why "Naftan" from 1998 to 2009 conducted activities aimed at improving the quality of their fuel. It's allowed to start producing fuels, which correspond to Euro-4 and Euro-5 requirements. Also quality of lubricants and individual aromatic hydrocarbons got better. Program of development "Naftan" for 2010 – 2015 years include building complex of deep processing of oil residues, increasing volume of refine oil, reconstruction of existing technological objects for increasing products quality. Volume of financing exceeds 1,4 billion dollars.

Nowadays there are plans of transition of petrochemical quality to a new level without serious reconstruction and modernization of manufacture.

Changing of quality parameters of products by improving their components quality leads to extra costs and it's not expedient because of absence of demand and because of petroleum product price fixing inside quality standard, which is determined by market. Requirements for oil products titling are determined by market too and that's why petroleum products with titles, which doesn't harmonize with standard requirements, will not perceived right [3].

Nowadays innovation activities of Republic of Belarus companies assesses using Specific weight of shipped innovative products (works, services) in common volume of shipped products (works, services) under documents, which are approved by National statistic comity of Republic of Belarus (Instructions).

Technique, proposed in Instructions, is the same for all economic braches of Republic of Belarus and it doesn't take into consideration their specificity. How can you compare the production of radio electronic with potash? For example, Apple and Samsung tables are updated annually, cars from the leading companies such as Toyota, Ford for holding their market segment requires updating every 3 – 4 years. The requirements for oil products are to change every 5 – 7 years.

At the same time for providing stable economic rising and increasing level of life quality in Republic of Belarus approved shipped products Specific weight of industrial companies in 2012 at the rate of 12 – 13% by 2011. Thus, it's obviously that the problem is to find the definition of "innovation" for conservative branches such as oil refinery [3].

It is necessary to understand that the innovative development of oil refinery companies is impossible without processing innovations that is mastering a new technological process, which doesn't allow to update the company's products line, but increases the base of light oil and increases their ecological characteristics. If all the above factors could take into consideration, the competitiveness of oil refinery industry products will significantly increase.

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THE ESSENCE OF MANAGEMENT IN FOOTBALL AT THE PRESENT STAGE OF DEVELOPMENT OF ECONOMIC RELATIONS

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The article discusses the management team in world football. This article examines the issues of corporate governance in sport, the aim of sports management and relevance of its improvement.

The sports management is an independent professional activity. It aims at the effective achievement of the goals of the sports organizations, operating in market conditions, by the most efficient use of material, labor and information resources. The establishment of sports management as a profession connected with the appearance of the positions of the heads of fitness and sports organizations, i.e. professional managers.

A growing influence of physical culture and sports in the country's economy, the emergence and development of the sports industry is the most vivid and obvious signs that sport needs not only professional sportsmen and trainers, but also the professional managers and economists. It is the "managers" who can rationally conduct financial and economic activity of the sport organization, leading it to the success [2].

In the conditions of commercialization of the economy of sport, formation of the sports industry as an economic category solves the core problem of formation of infrastructure, corresponding to generally accepted world and European standards.

In the theory of management there is no single definition of the term "Manager". All proposed definitions are based on the understanding of the essence of management. The word "management" in its original sense meant the ability to break the horses and lead them. Basis – the English verb "to manage (operate)", which comes from the Latin "manus" (hand). If to follow logic, the "management" means literally "leadership" [3].

In modern science «management» means the management or control of the worker, the working group, the group and the various organizations operating in the conditions of market economy. Management in sports is a separate type of professional activity aimed at achievement of goals and implementation of tasks within the activities of the sports organization, which operates in the conditions of the market by means of efficient use of material, labor and information resources. In other words, management in sport is the theory and practice of effective management of organizations of sports industry in market conditions.

The work of the Manager is judged not by what he does, but how he encourages other people's work. The Manager is a hired Manager.

Operations management (corporate governance) is one of the most important factors in the functioning and development of sports. Historically, coaches, instructors and Methodists run the sports industry in our country. They often combine elements of the educational work of the coach to management of the club, a sports society, a sports Federation, although their job descriptions have not provided the performance of such duties.

Management in sports as a special type of professional activity of managers in the sports industry is the result of division and cooperation of their labor. The reason for the appearance of sports managers is a market economy, that presenting special requirements to managers in the conditions of economic competition.

Sports organization has a certain internal structure based on the specifics of one or another kind of sport. There are management, departments, divisions, groups, teams. In other words, in a sports organization, there are different types of managerial activities. This means that there are managers of different levels who solve different tasks. Managers are usually subdivided into three main groups:

- strategic level (top manager) – the heads of Olympic committees, Director of sport complexes, presidents of sports leagues, clubs, federations, etc.;
- the tactical level (middle manager) – heads of divisions, departments, sports divisions, departments etc.;
- performing level (entry manager, administrators, trainers, psychologists, team managers, medical staff etc. [3].

Sports managers are subdivided and by occupation: General Manager, HR-Manager of the organization, advertising Manager, marketing Manager, Manager-athlete representative etc.

The main functions of the Manager's activity in the sport are:

- sports managers successfully work in the management bodies of the Olympic movement at different levels;

- sport managers in managing sports events of the championship, district, city, region, country, world and Europe, the Olympic games;
- sports managers control their own sports business projects, commercial tournaments, sports festivals, mass competitions;
- sports managers to represent the interests of the athlete as an agent or representative for the preparation and signing of professional and advertising contracts [3].

The market is inherent uncertainty of the situation and entrepreneurial risk. They demand from managers of independence and responsibility for decisions. Professionalism sports Manager is manifested in knowledge management technology organization and the laws of the market, the ability to organize teamwork and predict the development of the organization.

Summarizing the experience of preparation of sports managers in the University and the market demand on the specialists of this profile shows that a growing number of organizations of sports industry need managers with a certain set of skills. Here are the main of them:

- knowledge of modern computer technologies and programs;
- English language proficiency;
- the ability to form the information policy of the organization;
- organization of work of the office of the organization;
- knowledge of basic marketing and management strategies;
- knowledge of the rules and regulations of the competitions for further organization of sports events [3].

Corporate governance is a system of laws, requirements and recommendations that define standards for the behavior of organizations, including football clubs. The system of corporate governance defines the rights and roles of the various stakeholders of the organization, as well as the relationships between them.

In practice, the system of corporate governance is determined by a set of laws, regulations and the various recommendations that define the behavior of different stakeholders in the activities of the football club persons, as well as the club. The key purpose of these laws and guidelines is to establish safeguards to protect interests and lawful rights of shareholders and interested in the football club persons. An effective system of corporate management aimed at ensuring a high level of transparency of the activities of the club, its accountability and corporate responsibility [1].

The corporate governance system in football is determined by the following interested in the activities of clubs person:

- shareholders clubs;
- players and coaches;
- supporters;
- clubs management;
- institutional organization;
- Media;
- other contact audience.

During the last decade, policy makers, regulators, and market participants around the world have increasingly emphasize the need to develop appropriate policies and practices of corporate governance. There is increasing empirical evidence that good corporate governance contributes to competitiveness, makes it easier for companies to access capital markets, increase of the social activity of the companies [1].

Professional football clubs are no exception to the known practice, the increase of corporate governance in football clubs is an essential factor for the achievement of the objectives of the club.

The sphere of activity of modern football clubs is constantly expanding modern football club is a very serious business. Commercial interests and motives are beginning to play an ever greater role in the activities of clubs, often to the detriment of sports and social objectives, is also inherent in any club. With the growing commercialization of football increases the need for solving the problem of regulation and control of the activities of clubs, provide systematic development taking into account not only commercial, but also sports and social objectives. Efficient corporate management of the football club is an ideal solution of specified task.

The importance of improving the level of corporate management of football clubs is determined by the constantly increasing flow of money. The growth rate of investment in football significantly outpaced the rate of increase of level of corporate governance, as well as the quality of management of professional football clubs. The consequence resulting skew is very low effectiveness of the use of cash, in other words – being on top of the world rating of football budgets, the quality of football infrastructure leaves much to be desired.

However, the corporate governance will make the transition from short-term to long-term development strategy, including construction of the foundations of the system of development of football.

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Improvement of corporate governance in the football club will contribute to:

- increasing the investment attractiveness of the club;
- improving the purity of football (minimization of the Treaty games doping scandals and other);
- involvement supporters in the management of the club;
- increase of loyalty supporters;
- increased financial stability;
- improve the quality of managerial decision making club;
- improving the financial and economic operations of the club;
- improvement of the system of accountability and responsibility club;
- improving the social activities of the club;
- reduce the risk of fraud and abuse by the officials of the club;
- to strengthen the reputation of the club, both domestically and on the international arena [1].

The need to improve corporate governance is one of the key problems of the companies in our country, and football clubs in particular. Qualitative development of football in the country, including the achievement of high sports results is not possible without increasing the quality of corporate governance of professional football clubs, which are the key element of the football system.

We note with regret that the market mechanism of supply and demand of specialists of sports management in our country has not yet been formed. However, on the one hand, there is the introduction of professional standards of the employees of the sports industry and procedure of attestation of specialists, which demonstrates positive trends. This will allow, on the other hand, to inventory management personnel in the industry, and to identify priorities for management specialties in the General list of posts of sports management.

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LOGISTIC POTENTIAL OF THE SUPPLY CHAIN: THEORETICAL ASPECT

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The article discusses such concepts as "logistics potential" and "supply chain". Their definitions, given by various authors have been studied. On the basis of the analysis the new concept which is "potential logistics supply chain" has been formulated.

In the process of world economy globalization and the integration of the Republic of Belarus into the international economic system, there is a need to reassess the ongoing territorial strategies for social and economic development. The policy aimed at increasing the competitiveness of the national economy and ensuring its sustainable economic development acquires particular importance for the country. As international experience shows that the most important factor of economic growth is the creation of a logistic system. At the same time, we should point out that the elements of the logistics system in a certain ordering constitute the supply chain. At the same time, the level of competitiveness of the supply chain determines its frontiers, the ability to provide a high level of quality and timely delivery of goods from a producer to a consumer at the lowest cost, i.e, its logistic potential. In the scientific literature the category of "logistic potential of the supply chain" has not been studied. At the same time, scientists consider such concepts as "logistic potential" and "supply chain". Their comprehensive study will allow to determine the essence of the category under investigation.

The concept of "logistic potential" has emerged relatively recently, due to the need to determine the ability of the enterprise to implement logistic functions. Eventually the category of logistic potential has been regarded not only within the enterprise, but also at the level of the region and country.

The author of the study dedicated to the analysis of logistic potential of the Irkutsk region, Freidman O.A. notes that long time category "logistic potential" was considered exclusively as the goods turnover and was calculated by summing the volume of intra-regional and transit, inter-regional and international transport [1, p. 15]. The author concludes that, based on this approach, logistic capacity is an absolute indicator, expressed in tonnes-kilometers.

The proposed approach identifies the logistic potential with a goods turnover, but this view is extremely one-sided. In this study, we have investigated the views of practitioners and theorists of logistics on the definition of "logistic potential." It should be noted that the definitions of the concept under investigation existing in the current literature are varied and not uniform and each researcher puts their own content into the concept (Table 1).

Table 1 – Approaches to the definition of the "logistic potential" of domestic and foreign references concept essence

Author	Definition	Distinctive feature of concept
А.Н. Горяинов	"Logistic potential – the maximum productivity (functional ability) systemically integrated subsections" [2, c.113]	Only the quantitative component is considered
Н.П. Кузнецова	"Logistic potential – ability of the economic subject for achievement of goals to optimize the new forms of government systems of deliveries, to form innovative logistic chains (networks) and sales channels" [3, p.73]	Logistic potential is considered as an element of a control system by a logistic chain (network)
С.А. Уваров	"...different types of interaction (transactions) between logistic systems in the course of production economic activity of firm, distribution, an exchange and consumption of finished goods. In this environment the logistic potential of national economy is created..." [4]	Logistic potential includes elements of an infrastructure complex of logistics
Г.Н. Pfol	"the logistic system (at regional level) ... has to provide fast connection of productions between partners in a network according to the order received from the client" [5]	Movement of material resources in total with information support of a stream
С. Гриценко	"Logistic potential – ability of the economic subject in the presence of favorable conditions to optimize structure of resources and it is rational to use them for achievement of a goal" [6, p. 135]	Logistic potential is considered as an element of management economic systems
О.А. Фрейдман	"Logistic potential – set of elements, ways and means of logistic system, and also the factors of the environment connected with its functioning, capable to make effective impact on firm or region strategy" [1, c. 21]	Logistic potential includes components of infrastructure of object of management and strategic influence of the subject of management
М. Соколов	"Logistic potential – set of components the logistic power of transport, information, warehouse systems" [7]	The main components of a logistic stream are allocated
И. Богородов	"Logistic potential – level of development of retail network, market of logistic intermediaries, transport infrastructure" [8]	Components of logistic potential are accurately allocated

Source: own development on the basis of studying of special economic literature.

Having analysed the definitions of logistic potential given by various authors, we have come to the conclusion that the majority of them doesn't provide the complex understanding of the concept.

So, Goryainov A. N. has determined logistic potential as the maximum productivity of elements of a system, having presented it from the quantitative side [2, p. 113]. We will note that from this position logistic potential can be expressed by the size of goods turnover of territorial object and is measured in tons-kilometers.

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Such authors as Sokolov M. [7] and Bogorodov I. [8] have presented logistic potential as a set of capacities of some components which can be presented as elements of logistic infrastructure.

Pfol G.H. [5] in his definition considers only the purpose of the economic category under study.

Freydman O. A. in the work "The analysis of logistic potential of the region" generalized the materials of analytical reports, scientific articles, opinions of the Russian and foreign authors and presented the logistic potential as a set of elements, ways and means of logistic system, and as the factors of the environment connected with its functioning, capable to make effective impact on firm or region strategy [1, p. 21]. This definition allows to draw a conclusion on the purpose of logistic potential, its structure, and also on the nature of its components. Taking into account all aforesaid we offer the concept offered by Freydman O. A. to consider as the most complete.

However, we note that all the definitions considered either logistic potential of the enterprise or logistic potential of the region (territory). While within this study we are interested in the logistic potential of the supply chain. It was mentioned earlier that this notion in the scientific literature does not appear, therefore, our task is to develop and offer our own definition.

Let's refer to the concept of "supply chain". Table 2 presents the definitions proposed for consideration of the concept from the perspective of leading scientific figures.

Table 2 – Approaches to definition of essence of the concept "supply chain"

Author	Definition
Родникова А.Н	"linearly – the ordered great number of participants of logistic process which connects the consumer with the producer, and carries out logistic operations on delivery of an external material stream from one logistic system to another in case of production consumption or to the end user in case of personal non-productive consumption" [9]
P. Claus, W. Krieger	"the providing chain, chain of value creation of a product, includes all steps of production and sale from raw materials production through production before sale to the consumer" [10, p. 449]
APICS Dictionary	"the global network used for delivery of production or services from sources of raw materials and materials to the end user by means of flows of information, physical distribution and money» [11, p. 113]
La Londe and Masters	«a quantity of the companies which advance materials (finished goods) (to the final buyer)" [12]
Stock J., Lambert D. and Ellram L.	"the coordinated companies which provide products or services on the market" [13]
Glossary of Logistics Terms. – European Logistics Association, 2005.	"sequence of the events including transformations, movement or placement which add cost" [14, p. 100]
Draft Law of the Republic of Belarus on the logistics activities	"the ordered great number of consumers, suppliers, intermediaries, carriers, insurers and other persons participating in merchandising" [15]
Council of Supply Chain Management Professionals, 2005.	" (1) begins with production of raw materials and materials and comes to an end with use of finished goods at the end user, connecting together interacting companies; (2) material and information exchanges in the logistic process, stretching from raw materials sources before delivery of finished goods to the end user. All suppliers, providers of services and consumers are connected in a supply chain" [16, p. 96]
Щербаков В.В., Парфенов А.В.	"it, first of all, set of the organizations: suppliers, producers, consumers and the intermediaries connected among themselves by a technological chain" [17]
Еловой, И.А., Лебедева И.А.	"linearly – the ordered great number of natural and/or legal entities (the supplier, intermediaries, carriers, the consumer, etc.), concrete lot of products directly participating in finishing to the consumer" [18, p. 29]
Дыбская В.В., Зайцев И.В., Сергеев В.И., Стерлигова А.Н.	"set of links of the logistic system, ordered on the basic and/or accompanying stream according to parameters of the order of the end user within separate functional area of logistics and the logistic channel" [19, p. 167]

Source: own development on the basis of studying of special economic literature.

As appears from the research, in economic literature there is no unity of opinions in definition of essence of the category "supply chain". Besides we must notice that in literature the concept "supply chain" and "logistic chain" are considered to be identical.

For example, in the ELA dictionary of 2005 the supply chain is defined as "sequence of the events including transformations, movement or placement which add cost" [14, p. 100]. In essence, in this definition the supply chain is treated from the position of process approach as a set of streams and the processes carried out by contractors of a supply chain and adding cost for end users of production of a supply chain.

From a position of one more foreign source [16, p. 96] the supply chain is considered as an exchange of production and the services demanded for production and advance of goods to the end user: "(1) begins with production of raw materials and materials and comes to an end with use of finished goods at the end user, connecting together interacting companies; (2) material and information exchanges in the logistic process, stretching from raw materials sources before delivery of finished goods to the end user. All suppliers, providers of services and consumers are connected in a supply chain".

Above offered definition consider a logistic chain as set of the logistic operations which are carried out consistently from the moment of origin until fading of a stream of goods, activities, services in the relevant consumer market. This approach in literature is called a process or stream.

There is also another approach to this economic category. In particular according to Rodnikov A. N. the supply chain (logistic chain) represents "linearly – the ordered great number of participants of logistic process which connects the consumer with the producer, and carries out logistic operations on delivery of an external material stream from one logistic system to another in case of production consumption or to the end user in case of personal non-productive consumption" [9].

The group of authors led by Dybska V.V. defines a logistic chain as "a set of links of the logistic system, ordered on the basic and/or accompanying stream according to parameters of the order of the end user within separate functional area of logistics and the logistic channel" [19, p. 167].

In the draft law of the Republic of Belarus on logistic activity the following definition is given: "a logistic chain of merchandising – the ordered great number of consumers, suppliers, intermediaries, carriers, insurers and other persons participating in merchandising" [15]. As it is evident from the given definitions the second approach to the consideration of the supply chain sees it as an interconnected sequence of units through which the goods are delivered to the final consumer.

We share the opinion of the second group of authors in relation to the definition, i.e., we consider the supply chain as an ordered set of the logistics process, which links the producer and the final consumer.

Thus, we can conclude that the links of the supply chain are parties to supply raw materials and finished product manufacturing and distribution of products, with each unit taking into account not only their abilities and wishes in their activity, but also opportunities and wishes of all the participants of the chain.

As a result of the carried out theoretical investigation of such concepts as "logistical potential" and "supply chain", we offer the following definition of "logistic potential of the supply chain":

"Logistic potential of the supply chain is a cumulative ability of elements of logistic potential to provide the most effective competitive advance of a material stream on links of the supply chain from the producer to the consumer".

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**PECULIARITIES OF FUNCTIONING OF LOGISTICS CENTERS
IN THE REPUBLIC OF BELARUS**

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Geopolitical location becomes very important for the country, which has not got resources requested on the international market. The advantageous geopolitical location helps to attract new investments projects and partners, to develop transit business and to raise the level of logistic service.

The location of the Republic of Belarus in the centre of Europe is responsible as well as honorable. The territory of the country lies at the crossroads of important trans-Europeans highways. As a link between Europe and Asia, Belarus should attend to the development of the logistic activity. The advantageous geopolitical location helps to attract new investments projects and partners, to develop transit business and to raise the level of logistic service.

Transformational growth of logistic, for example, in EU-countries shows its importance for all country and also for consolidation of international contacts. Logistics of the Republic of Belarus is developing due to the creation of transport logistic centers. The operation of this system is tied by work of all its elements.

Logistic centers construction in the Republic of Belarus is performed in accordance with the Program for logistic system development in the Republic of Belarus for the period till the year of 2015.

There are 12 active logistic centers:

- transport-and-logistic center "Minsk-Beltamozhservice" (17th km of the republican highway P-1 Minsk-Dzerzhinsk (Minsk District) close to II and IX international transportation corridor), "Brest-Beltamozhservice" (0,6 km far from the highway M-1/E30), "Gomel-Beltamozhservice";
- transport-and-logistic center OJSC "Belmagistralavtotrans" (industrial area Kolyadichy, Minsk);
- logistic center LLC "24" (Tabory village, Minsk District, 9 km far from Minsk Ring Road along Minsk-Grodno highway);
- logistic center FC "BLT-Logistic" (FEZ "Minsk", 1,5 far from the crossing of M-1/E30 and M-4 Minsk-Mogilev highways);
- logistic center JLLC "BelVingesLogistic" (1 km far from Rakov settlement, Volozhin District, Minsk Region);
- OJSC "Trading-and-Logistic Center "Ozertso-Logistic" (1 km far from Minsk Ring Road to the southwest);
- logistic center TPUC "Shate-M Plus" (Privolny settlement, Minsk District, at the crossing of M-1/E30 and M-4 Minsk-Mogilev highways);
- transport-and-logistic center JLLC "Brestvneshtans" (Brest);
- transport-and-logistic center LLC "InterStroiPortalPlus" (Schomyslitsa village, 3 km far from Minsk, near P1 highway);
- trading-and-logistic center RUE "Minsk-Kristall" (Kolyadichy settlement, Minsk).

Main Belorussian logistic companies are: RUE "Beltamozhservice", RTFUE "Belintertrans Transport-Logistics Center", OJSC "Belmagistralavtotrans", OJSC "Trading-and-Logistic Center "Ozertso-Logistic" [1, p. 122].

For implementation of investment projects to create logistic centers in the Republic of Belarus, 1 trillion 883,73 billion rubles have been invited. Minsk – 123,5 billion rubles (6,56 %) and Minsk region – 1 trillion 508,25 billion rubles (80,06 %) account for the major part of assets.

The Program of logistic system development in the Republic of Belarus for the period through 2015 provides for construction of logistic centers on 36 lots: 14 – in the Minsk region, 6 – in the Brest region and 4 – in each of the Vitebsk, Gomel, Grodno and Mogilev regions. Besides, 3 lots in both Gomel and Grodno regions and 2 lots in the Mogilev region have been dedicated to construct logistic centers outside the program.

Intensive development of logistic facilities is observed in Minsk region, which is explained by convenient location in the center of the Republic near its capital and intersection of two international transport corridors. In the framework of implementation of the logistic development program, 8 logistic centers of total area 120 thousand square meters have been commissioned here.

14 investment projects to create modern logistic centers are being implemented in Minsk region nowadays. 338 hectares of land have been dedicated for their implementation, the reported volume of investments makes about 800 million US dollars. Construction of type A warehouses with area of more than 500 thou. m², type B warehouses with area of 60 thou. m², low-temperature warehouses with area of 40 thou. m² and medium-temperature warehouses with area of 30 thou. m² has been planned [2].

Implementation of the Program for transit potential development of the Republic of Belarus for the period through 2015 contributes to the qualitative development of the logistics system. It means poise tariff policy making in the sphere of transport services, competitive transport and logistics solutions to upgrade transit potential, development of transport infrastructure, construction of the objects of motorway service, reconstruction of the highways, and modernization of the data-communication network.

The country has national standards STB 2047 – 2010 "Logistics activities. Terms and definitions" and STB 2046-2010 "Transport and logistics center. Requirements for technical equipment and freight forwarding services". National standard STB 2133 – 2010 "Classification warehouse infrastructure" applies to new objects of storage infrastructure, as well as existing objects, on which transport and logistics centers are based.

STB 2046-2010 "Transport and logistics center. Requirements for technical equipment and freight forwarding services" establishes minimum value of additional characteristics of technical equipment of transport and logistics center (Table 1) [3].

However, organizations often declare themselves as logistics centers but they are warehouses in fact. Logistics centers often ignore requirements of state standards STB 2046-2010 "Transport and logistics center", STB 2133-2010 "Classification warehouse infrastructure", which clearly define the requirements for facilities and logistics infrastructure.

According to the national statistics logistics centers revenues was 2243,4 billion rubles in 2012, which is 224,4% more than in 2011, and net income increased by only 108,4% in 2012 compared with 2011, and the profitability of products, goods, works and services has decreased from 39,4% to 21,1%.

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Table 1 – Minimum value of additional characteristics of technical equipment of transport and logistics center

Characteristics	Value
Total area of the territory, ha	10
Total area of the covered warehouses, m ²	5000
Total area of the opened areas for the storage of goods, m ²	10000
Container platform area to handle large containers, m ²	15000
Total capacity of warehouses, t	10000
Coefficient that characterizes the share of journeys	0,4

Significant obstacle to the development of transport and logistics services in the Republic of Belarus is the principle of residence, which operates within the framework of the Customs Union. According to this principle the customs clearance of goods can be organized only in the country of the importer after the control at the external border of the Customs Union. Cancellation of the residence principle allows legal entities to carry out the procedure of clearance of goods where it will be convenient for them. Such opportunities are available in the EU. Cancellation the residence principle means the possibility of logistics centers of the Republic of Belarus to take 45 – 60% more products, to rework it, to earn for themselves and to boost the coffers of the country budget by more than \$ 110 million dollars annually [4].

Thus, it is necessary to solve a lot of problems that do not fully allow to realize the plans. Bureaucratic barriers to permitting procedures, the lack of a unified information space of the client-the state, residence principle, simplification of document flow are among them.

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ECONOMY OF FRENCH FOOTBALL: TOWARDS THE CREATION OF A SUSTAINABLE MODEL OF A SPORTS FEDERATION

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The article is devoted to the economy of French football. The article considers the issues of the luxury tax, income clubs in the League and strategy of development of football in France with the position of the vision of the government.

Recently more and more French athletes are against the draft law developed by the team of Hollande, who proposed to introduce a new tax rate at the level of 75% for individuals, whose articles in annual revenues exceed 1 million euros [3]. French football clubs decided to go on strike unanimously next month in protest against the government's decision to impose the tax for citizens with high incomes [7]. This fiscal reform, however, was later recognized by the Constitutional Council as not relevant to the main law of the country. After that the President announced a new version of the reform: instead of individual citizens tax must be paid by private companies, which transfer salaries exceeding 1 million euros to their employees. This prospect has caused great concern in the football environment of France [3].

The measure will first of all affect the players who on October 24, 2013 refused to participate in several matches of the two highest divisions at the end of November because of this. Such shocks in favorite sport of the French severely strike at the image of the President [6].

The chief coach of the national French team Didier Deschamps said that the extremely high tax on overincome will certainly weaken the French football and become a heavy burden for the leading clubs in the country. According to the expert, "it is clear" that this tax rate will negatively affect the best teams in the country. Logically, players will obviously leave the teams for other countries. The common level of the French championship will be reduced.

As stated by the head of the Professional football League Frederick Terrie, the innovation will cost the top division clubs 82 million euros. This is equal to a sharp increase of 30%, whereas now they are experiencing financial difficulties. Previously they were forced to accept the additional burden in the form of expenses of 50 million euros due to the cancellation of the conditions of collective sale of TV rights, and in addition they are obliged to transfer the largest in Europe social payments [3].

Frederick Terrie wrote a letter to a government-sponsored Commission for supporting football.

For the past 18 months the French professional football has been fighting this law, but nobody considers the League. Tax is not only unfair and discriminatory, but it also threatens the competitiveness of clubs.

The introduction of a 75% tax was one of pre-election promises of Francois Hollande. The tax is expected to be collected from citizens whose income exceeded 1 million euros, and it caused vehement debate. A number of famous Frenchmen, including actor Gerard Depardieu, changed their citizenship in protest.

Innovation will acutely affect financial situation of fourteen football clubs, including Paris Saint-Germain FC, as tax payments of players and leaders will increase to 44 million euros, where salaries of some players exceed 1 million euros per year [7].

This tax threatens the competitiveness and even the survival of some clubs, and therefore the future of French football, – said the representative of the Union of professional football clubs (UCPF) Marie-Laure Wari. Dependent on it economic sector is also suffering.

Undecided is the existence of about 25 thousand jobs directly and indirectly associated with this sport. Amateur football will also have hard times: without significant victories they will lose popularity among young Frenchmen, – they believe in the UCPF. To protest over the 43 members of the UCPF – representatives of the clubs of the First and Second leagues are going to arrive and meet with Hollande. However, experts are sure that it will be not easy for the French President to go back on the tax raising [6].

In fact, the tax will affect not more than a thousand people and 470 companies and will bring the country only 210 million euros, which is a drop in the bucket, – says Professor of the Paris Institute of political studies, Volume Genole. However, this measure has great symbolic importance for the socialist government.

Luxury tax was one of the main promises of Hollande during pre-election campaign in 2012. With its help the socialists intended to fight the state budget deficit. However, after their victory initiative failed. In December last year the constitutional court recognized the tax, which in its first version was to be paid by the rich, contradicting the main law of the country. Its current version, when this obligation is passed on to the employer, has already been approved by the National Assembly and will soon be presented to the Senate court.

In the modern world wealth tax, of course, is needed to restore the people's sense of social justice of fiscal politics. Because such deductions go mainly in favour of poor people, pensioners, – said the expert of the Institute of contemporary development Nikita Maslennikov. But the question is, in what form the government of a country receives it [6].

The French government has become a hostage of an outdated left-socialist ideology. The introduction of a tax for the rich in this form will lead to the deterioration of the investment climate in the country and outflow of capital, believes Maslennikov. And it would be a serious burden for the budget which is nonproductive for weak French economy in the conditions of crisis.

According to the expert, this explains the fact that today they are going to earn only 210 million euros a year at the cost of this initiative, while a year ago they mentioned at least 500 million euros of revenue. During this time hundreds of enterprises and just the rich have gone beyond French jurisdiction. Most painful blow for the French became escape of actor Gerard Depardieu, which later got a Russian passport. Expect now expect the similar activity from football. All football clubs will have to pay the state for about 44 million euros. Most of them – about 20 million euros – Paris Saint-Germain FC will give, 21 footballers of which earn fabulous sums. And if the Paris club does not lose Zlatan Ibrahimovic thanks to the rich investor in the person of Qatar, the others have the only option – to reduce wages, and hence lose costly stars.

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Although it seems that the Hollande does not care much about it – he is a fan of the club of Monaco, which, though it is a part of football League of France, is in the jurisdiction of the Principality of Monaco and will not come within the new tax.

As a result the French football fans, they are also voters, may turn their anger against Hollande; his image has been suffering much. Recently the President once again broke its own record of unpopularity – having won the elections last year with the result of 67%, today it has the support of only 23% of French [6].

Naturally, such a tax will not affect the vast majority of players, coaches and sports managers. However, those playing in the elite division obviously do not like this innovation. The reason is obvious – highly paid French players and legionnaires will lose a significant part of their earnings through progressive tax. This point can provide a powerful incentive for migration of the best players and coaches abroad [8].

Trying to resist the plans of the state the Union of professional football clubs of France announced the upcoming strikes of players, in connection with what the regular championship of the country will be interrupted.

This situation will be beneficial to young French players and coaches, who will be able to gain a foothold in the main team membership when highly-paid and foreign players leave it.

It is still unknown how fans will react to the upcoming strike and high taxes on the clubs. Presumably, the goal of ending games of the national championship is appealing to the feelings of the fans that will support the players, not the government [8].

The President of the French football Federation Noel Le Graet commented upon the decision of the President of the country Francois Hollande not to lower taxes for football clubs. This is an alarm bell; however, everything is not missed. There is still time to study and discuss everything in detail again. Very soon the presidents of French clubs will gather to reconsider this decision and to decide what they want.

Each representative of the club had the opportunity to speak about their problems that started after the introduction of the new tax, about how unfair it is for them. But, nevertheless, the President was unconvinced.

Yes, Hollande listened to clubs and understood their message, however, he did not change his decision, he was tough [1, 2].

We should add that the situation in France was also commented by the President of the Union of professional football clubs of the country Jean-Pierre Luvette, who unlike Noel Le Graet, openly stated that clubs of French League 1 and League 2 plan to hold a strike in protest against the new tax law.

Despite the fact that the Federation has proposed several ideas to resolve such contradictions, substantial progress has not been achieved. Therefore, the former plans of the Federation to conduct large-scale strikes are still in force.

"I see no reasons to cancel the strike until certain amendments concerning the tax law which can help to save the French football take effect, " – said Jean-Pierre Luvette.

Note that the Minister of sports of France Valery Furneuron keeps aside, and he thinks that there is no other way-out.

"It's obvious, that a tax on high incomes and touch football, as well as all other enterprises operating relatively high salaries. This question has long been closed.

We want to keep our football at the appropriate competitive level and create the most sustainable model of French football", – quotes Valerie Furneuron press [1, 2].

The leaders of the clubs believe that after the introduction of the tax, their teams will be on the verge of bankruptcy. It is assumed that a tax of 75 percent will be imposed on salaries of more than a million euros a year, and the responsibility for the payment of the tax will rest not with the employee but with the employer [5].

Football matches of the first and second League of France, scheduled for his period will not take place due to the strike. This was announced by the head of the Union of professional football clubs Jean-Pierre Luvette. The attempt of representatives of the French football Federation at a meeting at the Elysee Palace to convince the President of the country Francois Hollande that luxury tax should not apply to players failed, according to the Agency dpa [4].

From 2014 all French companies that pay their workers more than 1 million euros per year will be required to pay 75% of the income for two years.

Players do not use the word "strike", preferring figurative expression "white tour". In practice, however, this will be the first strike in the French football since 1972, when the players fought for their rights. The French media fear that strike may not be limited to one gaming day. Jean-Pierre Luvette already stated that the players are ready to fight until the luxury tax is cancelled.

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336.713.2**FINANCIAL MODELING ESTIMATION OF ACTIVITY OF FOREIGN BANKS FOR THE DEVELOPMENT OF THE NATIONAL ECONOMY****GULBAKHYT KALIYEVA, ZARINA EYSZHANOVA***Kazakh University of Economics, Finance and International Trade, Astana, Kazakhstan*

The article examines the effectiveness of the operations of banks non-residents in Kazakhstan. Performance assessment of non-resident banks in the local banking market is based on the indicators of the system of national accounts, and includes three stages of analysis: evaluation of the impact on real economy, estimation of performance of the intermediation function of a bank and the assessment of the bank's stability.

In the present day circumstances all countries in the world experience the impact of the dynamic processes of globalization and integration. It differs from country to country: these processes have a considerable, often adverse, impact on developing countries, as indicated by some prominent economists, for example, J. Stiglitz [1]. Promotion of regional economic integration in its essence is considered only with regard to trade and partly investment cooperation. At the same time, undeservedly less attention is paid to the activities of commercial banks as to important financial intermediaries participating in the replenishment process. In these circumstances, it is important to analyze the issues associated with the improvement of performance efficiency of non-resident bank in the Kazakhstan banking sector.

The object of the research is Russian banking capital in the Kazakhstan market. The choice of the object has been determined by the following pre-conditions:

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- Integrated economic development of the two countries that provides for mutual commercial, economic, and cultural relations;
- The transition of both countries to the innovative model of economic development and restructuring of the national economy;
- Growing congruence between two countries with regard to the level of socio-economic development, selected models and resources for economic development;
- Cooperation between the countries under discussion in the field of the planned synchronization of the WTO accession process;
- Development of the legal and institutional infrastructure for establishment of the common financial area between the two countries;
- Functioning of the Customs Union since 1 January, 2010, and other factors [2, 3, 4, 5, 6].

Financial premises for the development of the favorable environment for participation of the Russian banks in the Kazakhstan market include:

- Uniformity of taxation systems of both countries, establishment of the national taxation systems on the basis of the Tax Code and their unification, identical elements in the taxation systems, coordinated reforms of the taxation systems;
- Considerable uniformity in the field of state finances: codification and harmonization of budgeting legislation on common principles;
- Current macroeconomic indicators pointing at the convergence of the economic development trends in the two countries: inflation rate, average weighted rate on long-term loans, public debt, etc. The level of development of the two countries is similar considering basic economic indicators;
- Provision of sufficient economic stability as a necessary premise for implementation of coordinated structural reforms of the economies of the two countries;
- Transition of the economies of both countries to the innovative development model and establishment of the common innovation space based on the usage of production, intellectual, technical and scientific potential of two states;
- Harmonization and unification of customs tariff policies aimed at support of new manufacturing enterprises and increase of investment potential of particular industries and agriculture.

The aim of the article is to investigate the impact of the activities of non-resident banks on the national economy and to develop an adequate methodology for their efficiency assessment.

Performance assessment of non-resident banks in the local banking market is based on the model developed by the authors. The model is based on the indicators of the system of national accounts. The object of study is Russian commercial banks operating in the Republic of Kazakhstan. In the study, we identified the major factors contributing to the development of Russian banks in the financial market of the Republic of Kazakhstan. These preconditions include the following: integration economic development of the two countries and other factors.

Theoretical and methodological framework of the present research is based on the theories of credit relationships and publications on the issues of cooperation in integration processes. The research methodology is based on the application of dialectical logic, systemic economic approach, comparative analysis, and some methods of statistical and market analysis, etc.

The empirical basis of the present study is formed by laws and regulations, official statistical data, as well as scientific publications on the theme of the present research.

The research methods used in this paper are: systematic approach, statistical, logical, and comparative analysis of the scientific literature, the analysis of bank annual reports. The analysis revealed that the Russian banks in Kazakhstan are actively encouraging the sphere of circulation, increasing inflation in the country. The Russian banks in Kazakhstan contribute to increase of redistribution of incomes, but do not develop the real sector and its innovation component in the Republic of Kazakhstan.

Stimulation of the development of regional cooperation among the banks of the two countries is based on the establishment and improvement of the relevant legal and institutional framework (Fig.1).

It should be noted that certain cooperation experience in the field of banking policies has been gained by both countries. This cooperation is exposed in the following forms of interaction [7]:

- An agreement within the framework of bilateral relations between the National Bank of Kazakhstan and the Central Bank of Russia: Memorandum of Understanding on Banking Supervision signed on 18 June, 2008. It determines interaction conditions and mechanisms in the field of information exchange, licensing, monitoring, supervision, combating money laundering, etc.
- Cooperation within the framework of international organizations.

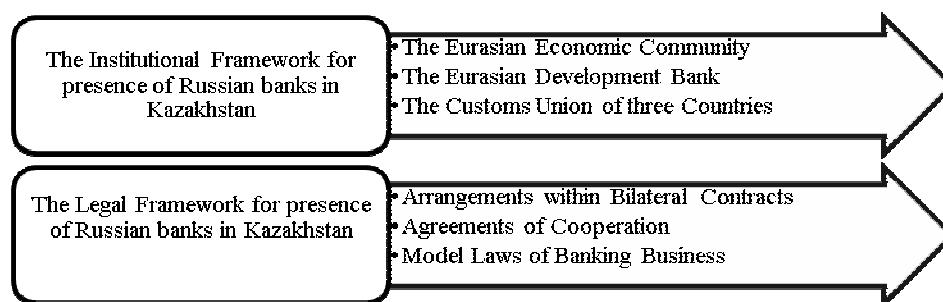


Fig. 1. Legal and institutional framework for the presence of Russian banks in Kazakhstan

The banking system is a sophisticated object to study [8, 9]. There are different ways and a multitude of measures used to assess bank performance, which can be applied for different purposes and information needs. Retrospective analysis of numerous works on the performance measurement shows that the most interesting and relevant to the banking sector, in our opinion, is the theory of Joseph Sinkey [10]. He notes several different although related performance criteria: efficacy, cost efficiency, profitability, quality, innovation, and others.

Both systematization of bank performance assessment methods and advantages of analytical tools based on the System of National Accounts are the methodological basis for the development of a model for evaluating the effectiveness of the operations of Russian banks in Kazakhstan. Moreover, their effectiveness should be linked to the role of the Russian banks in facilitating the socio-economic development of the republic. The approach proposed is to measure the economic impact of non-resident banks. It is characterized by a systemic approach to the analysis of the health of the economy through the prism of the cash flows. The authors applied the models of calculation of macroeconomic indicators included in the system of national accounts for estimation of their analogs on a bank level such as bank's gross output, intermediate consumption and gross value added. Bank's gross output is composed of two elements: bank's income from fees and commissions and service income.

Intermediate consumption is equal to the value of goods and services, transformed or totally consumed in the current process of production. The intermediate consumption does not include consumption of fixed capital. The indicator is calculated on the basis of income statement.

Gross value added is calculated as the difference between bank's gross output and intermediate consumption.

This usually includes construction, equipment and renovation of office space, purchasing office equipment and computers, vehicles, communications equipment, alarm systems, etc. Banks may also invest in securities, land, and other assets.

The purpose of these investments is the creation of long-term stocks of highly liquid assets which are not subject to inflation. However, the indicators cannot be fully used as a criterion for assessment of effective operation of non-resident banks on the local banking market. Additional performance indicators should be taken into account while assessing the operations of non-resident banks. The authors propose the following approach to the analysis.

Currently used indicators of the banking system of Kazakhstan are proposed to be taken as a starting point in the analysis evaluation of the impact on real economy, estimation of performing of intermediation function of a bank, assessment of the bank's stability.

We have defined the following requirements for the selection of these indicators:

- correspondence with the goals and objectives of the analysis,
- relationship between general and specific performance indicators,
- focus on objective and holistic assessment.

The main influence of banks on the real economy through indicators of banks' contribution to the formation of the gross domestic product and their ability to serve the real economy are considered in the first phase of the proposed method.

The impact of non – resident banks on the economic development of the resident countries is manifested through their participation in the financing of investment projects, lending to manufacturing and service sectors, considering loans granted to the real sector to, bank assets to and bank capital to ratios.

In the process of research the following results have been obtained:

- the existing differences between the countries with regard to their legal and institutional framework of economic activity, standards, monetary, taxation and customs legislation to a certain extent impede the

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development of mutual trade and investment relations. It should be particularly stressed that the presence of differences in legal and institutional frameworks of economic activity may facilitate the transfer of certain forms of business activity to the countries with more favorable conditions;

- exogenous and endogenous factors conditioning penetration of the Russian banking capital to the Kazakhstan banking market have been discovered and systematized;

- institutional environment of the activities of the Russian banks in the Kazakhstan banking market has been determined;

- assessment of the impact of non-resident bank activities on the economy of Kazakhstan has been performed on the basis of the methodology developed by the authors, which demonstrated low efficiency of non-resident bank activities in the Kazakhstan market;

- research results demonstrate that non-resident banks (on the basis of the case study of the Russian banks) in Kazakhstan take an active part in redistribution of income and stimulation of circulation, thus promoting inflation factors within economy;

- the factors conditioning the drain of internal resources of the resident country to the foreign countries have been determined, in essence, national resources stimulate the development of the economies of other states.

Within the discussion issues the problem of assessment of the performance efficiency of non-resident banks in the domestic market and their impact on the development of the national economy has been put forward. In this regard main attention has been devoted to the need to stimulate the real sector of the economy and innovative production by non-resident banks.

The analysis conducted has demonstrated that there are cases of incongruence in the time of inflow and outflow of funds, and cases of lack of liquid assets necessary to cover disparities in cash flows, which has an adverse impact on the bank liquidity. Thus, Liquidity Coverage Ratio should be set as a tool to monitor liquidity. It is vital to impose such norm on non-resident banks due to the fact that they manipulate with domestic resources of resident countries.

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BUSINESS PROCESSES. MODELING AND MANAGING

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The definitions of management and business process modeling are presented in the article. It also deals with properties and functions of business models and provides reference abstract model of business processes. Examples of making models are drawn. Modeling value to optimize production is described.

We are all involved in business processes. As clients we trigger business processes: submitting an insurance claim, applying for a permit to build a house, applying for a credit to finance property. As professionals we participate in business processes: check whether the theft of a bike is covered by the insurance contract of the applicant, check if the local requirements for building the house are met, and assess the risk of credit granting.

Process participants, process owners, business Process Management consultants, software architects and developers: all these people use different technical terminology; they speak "different languages". Common understanding requires a common language (Fig. 1).

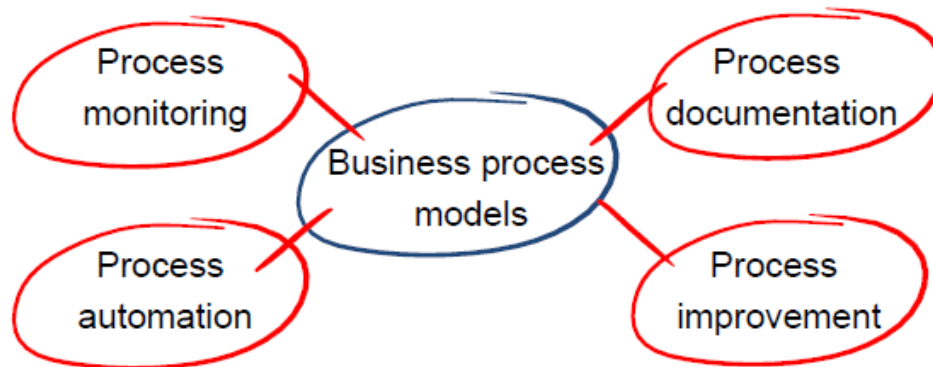


Fig. 1. Common understanding requires a common language [4]

A business process consists of a set of activities that are performed in coordination in an organizational and technical environment. These activities jointly realize a business goal. Each business process is enacted by a single organization, but it may interact with business processes performed by other organizations.

BPM-system was originally designed for the implementation of the principles of business process management in the company. The market provides many information systems, each of which is created in a certain way for a complete business process management: strategy, design, implementation, control.

Business Process Management (BPM) is a holistic, process-oriented approach to management decisions aimed at improving the company's ability to assess their condition and manage the efficiency of its activities at all levels, by combining the owners, managers, staff and external contractors within the overall integrated management [1].

BPM allows you to:

Define. Determine when the need to implement improvements in business processes.

Measure – Simulate possible changes in the processes.

Analyze – Compare different simulations and determine the optimal implementation for improvement.

Improve – Select and implement improvements.

Control – Start improving embedded into production and measure how they work in real business, while providing feedback to the modified model, thereby preparing the next iteration for improvements[2].

The life cycle of business process management consists of:

- Development. During the development of the concurrent identification of existing processes and the design of business processes "just right". Development includes a presentation of the workflow participants in the work, notifications, escalations, standard procedures, service level agreements (SLA) of each work (tasks) .

- Simulation. Modeling uses these developments and includes their variable costs in order to understand how the process will operate under different circumstances, using "what if" analysis (for example, what if you reduce the time to complete the task by 20%?) .

- Execution. Software class BPMS (Business Process Management Suite) is a technological basis for management methodology BPM. BPMS "converts" the business process model into an executable machine code, and performs automated "manual" tasks.

- Monitoring. Monitoring provides monitoring process instance in real time. Step by step tracking process are executed to determine the state sales order (the order is accepted, the order is placed, the supply is expected, the goods are delivered, the bill is paid, etc.). At each step, emerging problems can be tracked and corrected.

- Optimization. The optimization process involves obtaining information from the phases of modeling and monitoring, identification of opportunities for improvement, and then changes to the business process.

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The target of automation processes: BPM-system's purpose is the automation of all business processes, but the maximum effect is achieved when it is used in processes with high frequency and perform complex logic. Following examples can be drawn:

- processes connect telecommunications services
- processes of retail lending in the bank
- technical processes of joining the end consumer in the energy, process of registration of insurance with an insurance company
- formation process in order to supply logistics, etc.

Business Process Models:

- A business process model is an abstract representation of a business process, serving a modeling goal.
 - Mapping feature. In process modeling, we map relevant aspects of business processes to process models (for instance, events, activities, ordering, and decisions).

Modeling theory and process models:

- Abstraction feature.
 - Each business process model abstracts from aspects that are not relevant for the modeling goal.
 - Space is precious: Each process model should only have elements that are relevant for the particular modeling goal.
- Pragmatic feature.
 - Each business process model can replace the business process for the modeling goal.

Process models can have a descriptive character or a prescriptive character:

- Descriptive character (Process documentation and process monitoring)
- Prescriptive character (Process improvement and process automation)

Business process models are abstract representations of originals, with the features: mapping, abstraction, and pragmatics. Business process modeling languages express business process models. The need to provide language represents the important aspects of business processes[3].

Languages consist of

- Concepts and their relationships (abstract syntax)
- Means to express the concepts (concrete syntax / notation)
- Meaning of the concepts (semantics)

We present a small abstract model in two variants (Fig. 2).

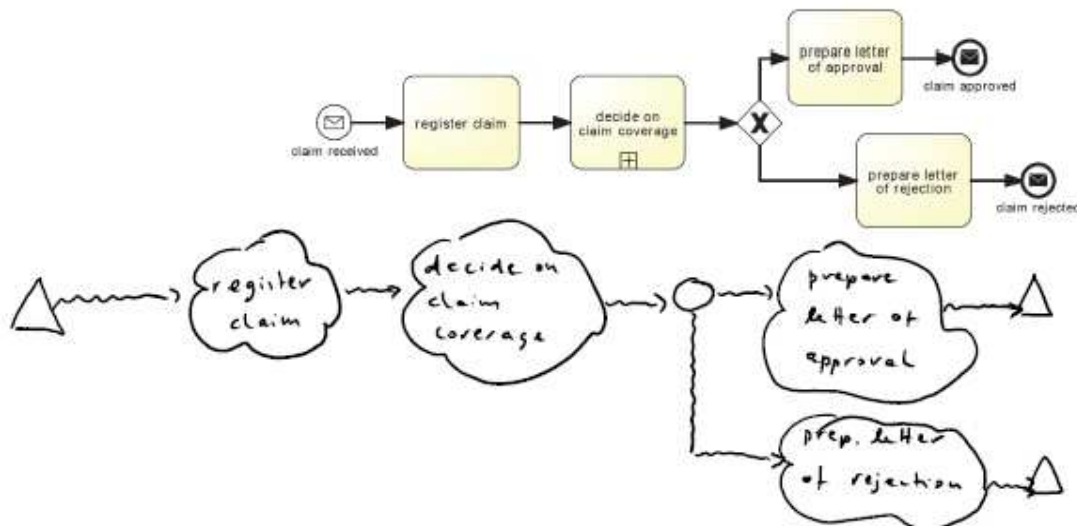


Fig. 2. Business Process Models [4]

As it can be seen from the scheme work with claims fairly simple business process is modeled easily if amenable to automation. This model allows integrating multiple units to carry out fairly simple operation, removing "bottlenecks" in the entire business process.

BPM contributes to creating value by changing the nature of organizations in many different ways. It goes without saying that implementation of solutions will significantly increase the production capacities of enterprises. Thus formulated theoretical information on the modeling and management of business processes, described the theoretical possibilities of representation of existing business processes. Consideration of the given topics can help to create such models of business processes that will be maximum adapted to the functioning of Belarusian enterprises.

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**BUILDING A BUSINESS MANAGEMENT STRATEGY FUNCTIONING
OF THE NATIONAL HOCKEY LEAGUE****ALENA ZAKREVSKAYA, ALIAKSANDR MATVIENKA**
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The article is devoted to the economy of the NHL. The article considers the issues of income in the League, operating income and profit for all clubs and leagues in General, the salaries of the players, collective agreements and electronic media in the National hockey League.

The key feature of the business building of the National hockey League was independence from state institutions. As in any other country in the world, in the USA and Canada the right to carrying out of the Championships of the USA and Canada hockey belongs to the national federations. The owners of clubs from the very beginning of the formation of the NHL refused to conduct centralized hockey competitions on the definition of the Champion of Canada or USA hockey and chose a different path of development, providing them with the independence of the adoption of strategic decisions on business development. Historical experience has shown that the title holder of the Stanley Cup is for all hockey players of the world's most desirable in the process of self-realization together with the title of the Olympic champion. This factor is very important to remember for discussing the substantial aspects of the business management of the League.

National hockey League exists since 1917 as a private business Corporation, which consists of thirty clubs in the USA and Canada with the rights holders. And the specificity of business is that competing clubs aware of their interdependence. Hockey club is a subject to the Corporation, offering the market a certain type of services – hockey match with elements of show. It is for this rivalry, precisely – in high-quality spectacle, are willing to pay money viewers, fans, TV companies, advertisers, manufacturers of sports equipment, sports nutrition, etc.[3].

Professional sports leagues in North America are a vivid example of oligopsonia. Oligopsonia is the situation on the market, which has a rather limited number of buyers which is facing a number of sellers (producers). In other words, thirty clubs of NHL consider all market offers of a certain resource – professional hockey players. Oligopsonia is also characterized by the fact that the competing clubs aware of their interdependence. In order to avoid price wars, which could lead to uncontrolled growth of salaries hockey, NHL is looking for ways to rein in price competition. The result is similar to the creation of a cartel. The group of companies operates on the market as a single buyer. Each team has its own quota of players and the system of draft beginners also implies the absence of the possibility of hiring one company all the best new players [2].

Despite the General revenues of the League, which due to a new contract with the TV, the strengthening of the canadian dollar and solid attendance at traditional hockey markets increased to 3 billion dollars, 18 of the 30 NHL teams were unprofitable. The distribution of revenue between clubs occurs in equal shares that does not suit the commands such as Toronto, Montreal and Rangers, who have to share it with far less successful organizations [1].

The structure of the income of NHL is box office receipts, of matches (47%), sponsors, marketing (38%); television and radio (15%). These proportions are not permanent. In recent years, for example, the share of revenue from the sale of television rights has increased, the proceeds of matches in the US have declined, but in Canada, there is an increase in cash charges related primarily to the relocation of the club NHL from Atlanta to

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Winnipeg. Overall the growth of League income does not mean that all the clubs in the NHL work and receive profit. And some clubs complete the season with negative indices. Moreover, in the case of club "Phoenix Coyotes", whose owner Jerry Moyes suffered seriously during the global economic crisis and could not contain a command League took the unprecedented step. NHL itself bought Moyes club of Arizona, and put it on the balance until one finds a worthy buyer. Neither the players nor the staff of "Phoenix Coyotes" have felt any changes, because the salary was paid in time, the aircraft flew according to the timetable and matches were not delayed. Thus, the League protected its business [3].

The core business of the National hockey League is the delegation of rights to various types of activity. The Central office of the League may enter into contracts for broadcasting and advertising contracts, partnership agreements on behalf of the entire League. Revenue is distributed between the headquarters of the League and the clubs. However, the clubs can implement their business opportunities independently without a conflict of interest with the League.

Table 1, comparison of operating income and profits for each NHL club for the last three seasons, compiled on the basis of the data of Forbes magazine, taking into account the percentage of funds spent by teams of players in relation to a ceiling of salaries [4].

Table 1 – NHL Economy 2009-2011

	FV	2011		2010		2009		3-year	3-year
		OpRev	OpInc	OpRev	OpInc	OpRev	OpInc	OpInc	cap spent
Toronto Maple Leafs	521	193	81,8	187	82,5	168	78,9	243,2	96,20%
Montreal Canadiens	445	165	47,7	163	53,1	130	31,3	132,1	98,69%
New York Rangers	507	169	41,4	154	41,4	139	27,7	110,5	98,16%
Vancouver Canucks	300	146	23,5	119	17,6	109	20,3	61,4	100,00%
Detroit Red Wings	336	127	16,3	119	15,3	130	27,4	59,0	97,62%
Chicago Blackhawks	306	118	8,7	120	17,6	108	20,9	47,2	97,37%
Edmonton Oilers	212	96	17,3	87	8,2	83	9,4	34,9	90,03%
Philadelphia Flyers	290	111	3,2	121	13,3	101	3,1	19,6	99,96%
Dallas Stars	230	90	-1,1	95	6,4	97	12,4	17,7	83,18%
Boston Bruins	325	125	2,7	110	2,6	108	11,6	16,9	98,71%
Colorado Avalanche	198	83	6,1	82	2,3	84	3,4	11,8	78,25%
Los Angeles Kings	232	101	-2,0	98	0,7	92	10,6	9,3	93,80%
Calgary Flames	220	105	1,1	98	4,6	95	-0,8	4,9	99,64%
New Jersey Devils	181	100	-6,1	104	6,9	97	1,4	2,2	97,69%
Pittsburgh Penguins	264	110	-0,2	91	-1,6	93	3,3	1,5	99,80%
Ottawa Senators	201	100	2,8	96	-3,8	90	-3,8	-4,8	91,50%
Minnesota Wild	213	97	-5,9	92	-2,3	95	1,3	-6,9	94,60%
Anaheim Ducks	184	84	-8,4	85	-5,2	94	4,8	-8,8	93,35%
St. Louis Blues	157	78	-2,7	79	-6,2	80	-2,7	-11,6	81,04%
Winnipeg/Atlanta	164	71	-5,2	71	-8,0	68	-1,8	-15,0	77,42%
Carolina Hurricanes	169	81	-4,4	75	-7,3	82	-4,6	-16,3	86,06%
New York Islanders	149	63	-8,1	63	-4,5	62	-5,6	-18,2	70,41%
Tampa Bay Lightning	174	87	-8,5	76	-7,9	80	-2,2	-18,6	86,80%
Buffalo Sabres	173	87	-5,6	81	-7,9	79	-5,2	-18,7	97,04%
Nashville Predators	163	82	-7,5	74	-5,5	71	-5,7	-18,7	81,53%
San Jose Sharks	211	96	-7,8	88	-6,2	84	-5,0	-19,0	98,78%
Washington Capitals	225	94	-7,5	82	-9,1	83	-4,9	-21,5	98,18%
Florida Panthers	162	81	-7,0	76	-9,6	74	-13,6	-30,2	86,25%
Columbus Blue Jackets	152	80	-13,7	76	-7,3	77	-9,9	-30,9	88,62%
Phoenix Coyotes	134	70	-24,4	67	-20,1	66	-18,5	-63,0	82,06%

Source: Forbes and Financial World estimates: all data in millions dollars, FV – cost club Forbes magazine estimates OpRev– operating income of the club in millions of dollars per year, OpInc– operating profit club in millions of dollars per year, 3-year OpInc– total profit clubs over a three-year, 3-year cap spent cost of player salary for three years in the percentage of the overall size of the ceiling of salaries.

As seen from table 1, the total income of clubs in 2011 was 3,090 billion dollars. The biggest problem for the NHL club "Phoenix Coyotes". Only his losses in 2011 24.4 million dollars. In may 2012 business group led by the former Chairman of the Board of the "San Jose sharks" Greg Jameson acquired club "Phoenix Coyotes". The deal amounted to 170 million dollars. Given this transaction and transfer of the club from Atlanta to Winnipeg with automatic increase of efficiency indicators, it can be stated that in this part of the other owners may be satisfied [3].

Exactly half of the clubs in the NHL expenditure exceeds revenue. Half of these business projects has not earned over the last three seasons, and only a few remained in solid black. 12 clubs suffer losses throughout all three years.

During the last years of validity of the previous agreement the three most important problems of this document have become obvious:

- loophole, which allows the General managers hide "bad" contracts in AHL, definitely works for the benefit of rich clubs;
- calculation of the ceiling of salaries, based on the total income of all clubs, forced a number of weak clubs deal with survival to stay afloat;
- the bottom rung of the ceiling of salaries raised too high. In the 2012/13 season ceiling of salaries could be 70,3 million, so that the poorest team will have to fork out with 77% of the maximum payment. This, of course, affects the clubs with low income. If this percentage has been reduced to 60, poor team next season could spend on salaries order to 42,2 million instead of 54,3 [4].

But judging on the shown data, the cost of wages should be significantly reduced, to reduce the balance to zero, and the owners of unprofitable clubs, as well as those who have difficulty making ends meet, has the right to demand change.

The connection to the sport of the electronic media has largely changed the structure and content of the business processes, and made professional athletes recognizable worldwide figures, stars of show-business. Without the participation of the electronic media only a few tens of thousands of fans enjoyed matches at the stadiums or along the sports slopes. And with the inclusion in the process of broadcasters the audience is repeatedly increasing. In economic terms this means that the athletes continue to produce the same product market (sport). Fundamentally only the number of its consumers is changing due to the listeners, viewers and Internet users (Fig. 1).

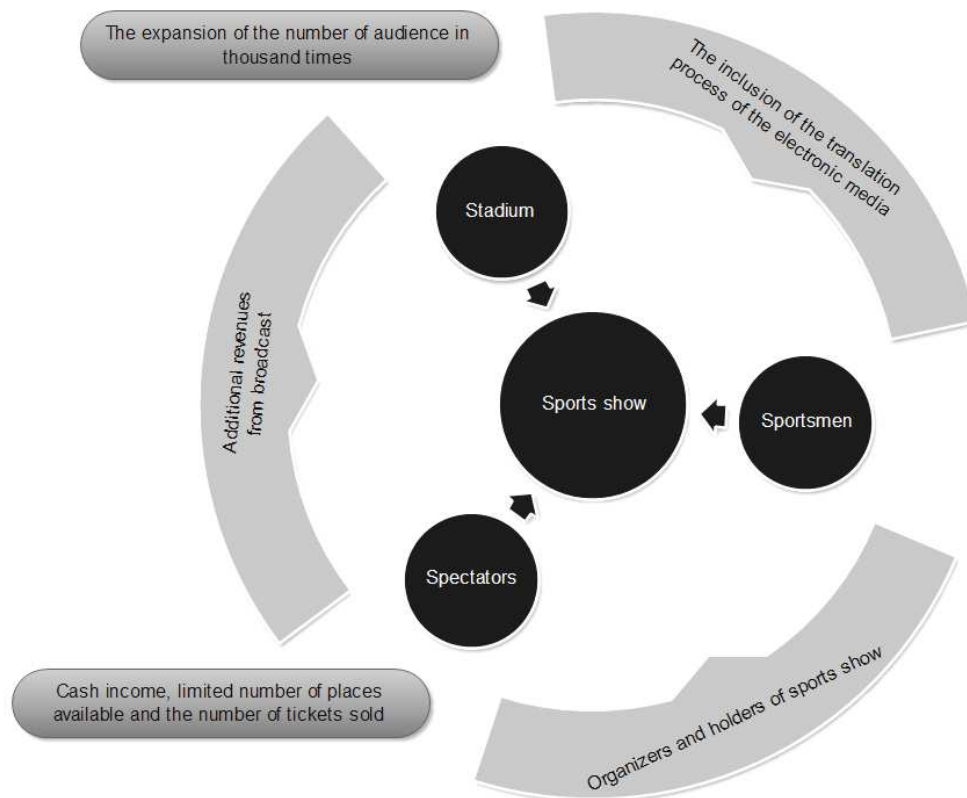


Fig. 1. Sports show how the product

In addition, the epoch of the development of telecommunications has brought the NHL product on an orbit of unprecedented popularity. A momentous event took place in April 2011, when the NHL and NBC signed a 10-year contract at 2 billion dollars. In addition to the stable of the good work of TV companies CBC, TSN and RDS on the coverage of the games in the NHL, it should be noted the tremendous work of the company NBC. The decision of the show each playoff match across the country has led to an unprecedented interest in the games in the United States. In the conduct of the League is exclusively selling the rights available to the public national TV channels level NBC, CBC or TSN. Contract League with NBC brings the annual 200 million dollars, which is divided between the clubs [2].

TV channel ESPN has signed an agreement of broadcasting of the matches of the National hockey League in Europe and Africa. TV company has brought the rights of broadcasting directly from the NHL and two other companies and broadcasted in live air of six matches in a week, as well as the matches of the Cup Stanley – up to the finals for 19 million subscribers in Europe and Africa.

In addition, the sale of TV rights is a significant revenues of any club. Each NHL club has the right to conclude contracts on the broadcasts with local, regional TV companies on their conditions. "Detroit Red wings", for example, in 2008 signed a 10-year contract with the local regional TV company FS Detroit. Not limited to only the money received for the rights to show, managers of the Detroit Red wings signed an advertising contract with the company Belle Tire, which brings club 20 million a year. Most of this money is paid for advertising on television during the team's matches you want in the "Detroit Red wings" put condition during the conclusion of TV contract. There are a few commercials for the game and the name of the Belle Tire powerplay brings more than 10 million. And this is just a single example of a direct cooperation between the club and the TV company[2].

The leaders of the clubs are very sensitive to the statistics of visits of its ice arenas. Vice-President of the NHL bill Daley, speaking in Moscow in February 2012, officially announced that 54 million fans watching matches of the regular championship and the Stanley Cup in North America only, including 14 million in Canada. It is difficult to imagine that in a country where the entire population, including infants and elderly people, is 32 million people, 14 million (almost half of the population) is a hockey fans. Over the last five years the average attendance of the matches of the League was close to 100%. Ice arenas filled 93% of all available seats. Also it is necessary to consider that the monthly official website nhl.com is entered by 14 million people and with consideration of the attendance of sites of clubs, this figure rises to 22 million people. This is the part of the target audience, which works with the NHL, using virtual media resources, the market has achieved an unprecedented rise in recent years [3].

The examples above show how fast the economy of NHL has been growing for the last 8 years. Neither economic crisis in a global scale, nor the change of Presidents of the USA, nor the increasing competition from the other American sports leagues could prevent the growth of income leading hockey League in the world. Perhaps, on the contrary, the reduction of economic indicators of the standard of living for Americans and Canadians made hockey spectacle emotional outlet for people, it is necessary to splash of emotions of joy and compassion depending on the match of your favorite team. Therefore, all activities of the managers, scouts, Directors of a sports show, aimed at attracting fans to the stands and entertainment for its target audience bore fruit.

The dynamics of the profit of the whole League and its popularity in the social environment shows that the hockey NHL product is claimed. Any default, bankruptcy and crisis cannot be discussed. As a part of optimization of the system of club management one can and should use other mechanisms and regulators, rather than reduction of wages of workers at the General background of fantastic growth of income of the Corporation with the beautiful name of the NHL.

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MANAGEMENT AND ECONOMICS OF THE LEADING FOOTBALL CLUBS

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The article is devoted to the management and economics of the leading football clubs of the world. The questions of the profitability analysis of the football clubs, supported by the data of the audit company Deloitte on the most profitable clubs are considered in the article.

Football is rightly called the most popular sport on the planet. International Federation of football associations (FIFA) includes 208 national federations – it is more than the number of the countries that are members of the UN.

Over the last decade football has made rapid progress. The budgets of the best clubs in Europe are calculated in the hundreds of millions of euros. In the countries of the football top five: England, Spain, Italy, Germany and France they have learnt to turn the favourite entertainment of millions of people into a profitable business.

The effectiveness of the activity of any professional football club is first of all proved by its sporting results. However, it has long been established that the great victories and the commercial success are directly connected. For example, the clubs, which are seeking the right to participate in the prestigious European competitions – the UEFA Champions League and the European League, receive automatically large bonuses from the European Federation of football associations (UEFA). Moreover, the bonus rises depending on the success of the team in these competitions. In the season 2008 – 2009 selling the TV, commercial and promotional rights brought the UEFA Champions League the income of 820 million euros. More than 70% of this amount were spent on the bonuses for 32 teams-participants of the group stage. The remaining amount was used for "solidarity payments" for the national federations and the incidentals. The prestige of the clubs' participation in European competitions is supported by the considerable sums of money shown in table 1 according to the official site of UEFA [1].

Table 1 – Bonus payouts in the UEFA season 2008/2009

Event	ChampionsLeague, mlnEuro	UEFA Cup, mlnEuro
Participation in the group stage	3,0	0,105
Played a match	0,4	–
Win	0,6	0,04
Draw	0,3	0,02
Outputinthe 1/16 finals	–	0,07
Outputinthe 1/8 finals	2,2	0,07
Outputinthe 1/4 finals	2,5	0,3
Outputinthe 1/2 finals	3,0	0,6
Outputinthefinal	4,0	1,5
The victory in the tournament	7,0	2,5

Source: Deloitte. In the Champions League does not exist 1/16 finals. The team got on the stage of 1/16 of UEFA Cup from the Champions League, do not receive this bonus.

The data about ten most profitable clubs in Europe collected by the audit company Deloitte are shown in table 2. The indicators of income received were used in this prestigious rating, as they are the most affordable and comparable indicator of the financial performance of the football club. The income of the clubs includes the transfer fees for the players; value added tax and other taxes levied on revenue from sales. In some cases, the specialists of Deloitte made some adjustments to the indicators of gross revenue to display more than adequate, in their opinion, comparison of different clubs in terms of the football business.

Over the past 13 years the winners of the Champions League became exclusively clubs included in the top ten of the revenue part of the budget. However, there was one exception to the rule. In the season of 2002 –

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2003 unexpectedly for most experts, the most prestigious European cup was won by Portuguese Porto. That only confirms that there are no rules without exceptions [1].

As seen from the table, the income of the clubs tends to increase. Taking into account the fact that Madrid Real has in its collection a record number of the Champions League tournament trophies – 9 cups, the first place of the Spanish club in the profit-making capacity race does not seem accidental. As a rule, great profit indicators of the club go side by side with a not less considerable part of budget expenditures, where the major investments include buying players and their salaries. According to the data of Portuguese edition Futebol Finance, which focuses on the financial side of football, in the 2009-2010 season 5 teams from the Deloitte ranking invested totally 676,4 million euros in the players. In particular: Real Madrid – 257,4 million euros, Manchester United – 139,3 million euros, Barcelona – 113,5 million euros, Internazionale – 90,5 million euros, Bayern Munich – 74,7 million euros [1].

Table 2 – The most profitable clubs in Europe, mln Euro

Club	2007 – 08	2006 – 07	2005 – 06	Country
1. Real Madrid	365,8	351,8 (1)	292,2 (1)	Spain
2. Manchester United	324,8	315,4 (2)	242,6 (4)	UK
3. Barcelona	308,8	291,1 (3)	459,1 (2)	Spain
4. Bavaria	295,3	223,7 (7)	204,7 (8)	Germany
5. Chelsea	268,9	284,4 (4)	221,0 (6)	UK
6. Arsenal	264,4	264,2 (5)	177,4 (9)	UK
7. Liverpool	210,9	202,1 (8)	176,0 (10)	UK
8. Milan	209,5	227,7 (6)	238,7 (5)	Italy
9. Roma	175,4	157,7 (10)	127,0 (12)	Italy
10. Inter	172,9	195,4 (9)	206,6 (7)	Italy

Source: Deloitte.

All leaders of the list in the 2009/10 season were able to significantly increase their revenues. So, the Madrid superclub increased its revenue from 401 to 439 million euros, Barcelona – from 366 to 398 million, and "Manchester United" – with 327 349 million.

The top five also include Munich "Bavaria" (323 million) and London "Arsenal" (271 million). There has been no change in the position of the five richest clubs.

Among the first twenty according to Deloitte there appeared several newcomers, including "Atletico", "Stuttgart" and Birmingham "Aston Villa". They occupied the places belonging to "Borussia" Dortmund, "Werder" Bremen and "Newcastle United".

There are seven English Premier League clubs in the top twenty. Besides, the list includes four Italian and German teams, three Spanish ones and two French teams. The clubs which are not in the "big five" of the European football Championships are not included into the top 20. Only one club from the weaker national tournament – Lisbon "Benfica", having taken the 26th place in income, is approaching it [3].

In general, the 20 leading clubs were able to increase their revenue in 2009/10 to a record 4 billion euros. It is worth noting that this statistics takes into account only the earnings from operations and leaves a single-payment income, in particular, transfer money.

Deloitte reports that the joint income of the 20 most successful in commercial terms clubs grew by 11% and reached the level of 3,7 billion euros in the 2006 – 2007 season, So football sector of the economy demonstrates the best dynamics of development, starting with the season 2002 – 2003. As follows from the report of the audit company, Real Madrid and Manchester United became the first football clubs, whose revenues for the season exceeded EUR 300 million. The income gains of the Royal Club reached as much as 20% [1].

The best football clubs in the world in 2011/12 increased their revenues up to 4,8 billion euros, according to Deloitte data. Now twenty richest clubs account for about a quarter of the total income of all the football teams in Europe.

The eighth year in a row, the first line in the list of the richest football clubs, according to the Deloitte (table 3), is held by the Spanish "Real Madrid", which managed to repeat the result of "Manchester United", which occupied the first place in the period from 1996/97 to 2003/04. Moreover, earning 513 million euros, Real Madrid became the first team (regardless of the kind of sport), that managed to make profit of more than 500 million euros during a year. You can also emphasize the stability with which teams are ranked in the past five years among the six top clubs: no changes occurred [4].

In addition to "Real Madrid" in the top twenty another Spanish club FC Barcelona hit, located on the second place. Together with "Real" their overall income from ticket sales, TV broadcasts, advertising and merchandising amounted to almost 1 billion euros. British clubs dominate in the ranking – the twenty included just seven teams (aggregate revenues of 1,82 billion euros). Five of them are in the top ten, and can be assumed; successfully concluded advertising contracts will allow the British to further strengthen its position in the next season. Good results have been shown by Italian clubs, the revenues of five most financially successful teams exceeded 900 million euros. There are four German and two French clubs having managed to earn 853 million and 253 million, respectively [4].

The revenue of any football club can be filled at the expense of sponsorship and advertising, sale of transfer of the rights of players, sale club merchandise, tickets, season tickets, broadcasting rights and bonus payments from UEFA. Clubs top five European football is beneficial from a commercial point of view, because they can earn. Spanish Real Madrid receives 57% of income only from the stadium charges during matches and the rights to TV broadcasting. Barcelona on the same indicators gains 66%. Revenue part of the budget of the Turin Juventus filled with 68% only due to the sale of television rights by Milan a similar collection of several lower – 65%. Income from business activity of the Munich Bavaria comprises 54% [1].

Table 3 – Revenue of the football clubs on the results of the 2011/12

Footballclub	Proceeds, million EUR
1. Real Madrid	512,6
2. FC Barcelona	483,0
3. Manchester United	395,9
4. Bayern Munich	368,4
5. Chelsea	322,6
6. Arsenal	290,3
7. Manchester City	285,6
8. AC Milan	256,9
9. Liverpool	233,2
10. Juventus	195,4
11. Borussia Dortmund	189,1
12. Internazionale	185,9
13. Tottenham Hotspur	178,2
14. Schalke 04	174,5
15. Napoli	148,4
16. Olympique de Marseille	135,7
17. Olympique Lyonnais	131,9
18. Hamburger SV	121,1
19. AS Roma	115,9
20. NewcastleUnited	115,3

Source: Deloitte.

Soon the hegemony of the five major football clubs will be broken by the clubs from other countries. So, the closest ones to the top twenty are the Portuguese "Benfica" (111,1 million euros), Dutch "Ajax" (104,1 million euros), Turkish Galatasaray (95,1 mln Euro) and Brazilian "Corinthians" (94,1 million euros) [4].

Most foreign leading football clubs in Europe are open joint stock companies according to their legal form. Their shares are sold at the auctions at London, Milan, Manchester, Munich stock exchanges and are listed high enough.

The global financial and economic crisis has strongly affected the leading European clubs, British, Spanish and German. All of them have not escaped the financial losses.

So Barcelona and Bayern have cut their budgets by 10%. "Real" and "Benfica" by 20%. "Manchester United" has gained new players and sold Cristiano Ronaldo. The most serious consequences were at English club "Liverpool". The business of their American owners went bankrupt and they took huge loans in the bank, having proposed the property and players of the club as a pledge.

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Approximately 60 European clubs suffered from the crisis to some extent, and now "Newcastle", "Bologna", "Udinese" and "Roma" are on the verge of ruin. The football clubs had to take measures to overcome the crisis [2].

There was set the ceiling of salaries for the most "star" players. The transfer market did not undertake considerable purchases, the idea of creation of the League "G-14" was rejected.

Several countries have established a reserve fund to help severely affected by the crisis. All these measures are supported by UEFA. United company efforts of the clubs had a positive effect in overcoming the crisis.

Their stadiums are the first thing that can significantly affect the financial attractiveness and effectiveness of the clubs. European experience is demonstrative. The move of London Arsenal to a new Emirates stadium has caused significant changes in the volume of revenues of the club. After that Arsenal consolidated the 6th place in the ranking of the most profitable clubs in the world by Deloitte.

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OUTSOURCING AND ITS SIGNIFICANCE IN THE ACTIVITY OF CONSTRUCTION ORGANIZATIONS

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The article considers the theoretical aspects of the concept of "outsourcing", the peculiarities of its use in construction organizations, the advantages of outsourcing in construction.

In general outsourcing is the organization's transfer of certain business processes or business functions to another company specializing in a particular area, on the basis of an agreement [1]. Outsourcing also means the way of formation of financial relations between the organization and the specialized organization-outsourcer, which possesses core competencies and a cumulative human capital, on the basis of the full or partial transfer of business processes [2]. Construction companies themselves understand outsourcing as the usage of external organizations in matters relating to the internal challenges with the aim of increasing focus on the solution of corporate issues [3].

Construction outsourcing differs from the industrial one in that it is the process of distribution of responsibilities of the construction firm between specialized companies, which.

Construction is a unique kind of economic activity, which has the following responsibilities:

- existence of a particular customer;
- unique construction projects;
- long-term construction projects;
- high cost of object construction;
- the seasonal nature of construction works;
- high capital intensity and others [4].

In the construction outsourcing is most frequently used to solve the following tasks:

- gathering of necessary initial permits;
- validation of preliminary specifications of a project and its approval;
- obtaining a construction license;
- purchase of building materials and supply management;
- logistics;
- accounting;
- personnel management;
- monitoring the progress of works and others [5].

The diversity of economic relations with the customer, suppliers of construction materials and others requires serious economic calculations, allowing to make the best decision on the justification of processes which should be sent to outsourcers.

The transfer of the above mentioned duties to outsourcers contributes to a significant increase in speed of execution of works and their quality, as regular employees of the company remain focused on their core tasks and outsourcer's staff have high qualification and rich experience in solving given tasks.

Outsourcing is widely used abroad for quite a long period of time. In the Republic of Belarus outsourcing is relatively recent. Besides, outsourcers get not only third party's responsibilities, but also some of major features of a construction organization.

Construction outsourcing is used for:

- attracting investors;
- implementation of design works;
- organization of advertising companies;
- search of the market outlets and sale of the object;
- maintenance after commissioning[6].

Thanks to outsourcing, projects become cheaper and profitability increases as highly specialized companies perform their work better and faster. Despite these advantages of outsourcing, the issue of economic evaluation of benefits for a construction company remains understudied. What would be more effective: to have your own specialists or to refer to specialized companies?

In order to correctly implement outsourcing, a construction organization must perform the following algorithm:

- 1) to analyze the market and find information about outsourcers;
- 2) to choose the most suitable candidate;
- 3) to discuss the details and to sign a contract;
- 4) to start outsourcing.

Having studied the essence and peculiarities of the construction outsourcing we may conclude that outsourcing lets you control the impact on financial conditions and on the cost of construction organization.

Summarizing the above information about outsourcing, we can allocate a number of advantages:

- the possibility to reduce the expenses for an organization;
- focus only on major issues;
- quick and quality work performed by highly qualified specialists;
- the possibility of job cuts, which leads to wage costs reduction;
- the possibility to reduce the cost of rental of premises for the staff.

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MARKETING OF THE FOOTBALL CLUB: STRATEGY OF PROMOTION ON THE MARKET

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This article is devoted to the marketing of a professional football club. In article we consider the main questions about specificity of sport marketing strategies and the principles of conduct of the leading football clubs in social media. Also we consider use of marketing principles on the example of football club "Barcelona".

Just a short time the sport was plain spherewhere people tried to find out who is "faster, higher or stronger". Gradually it became an instrument of public and international policy and therefore fans and part of businessmen, public figures, cultural workers started interesting in sport.

In the last century people used sport for political purpose. Now in the XXI century we can make a profit with sport. But it is very difficult process and not all people can do it. That is why we often hear about sport marketing.

"Football is a performance, but performance is show plus victory. The attackers are marketing specialists, which have a task to sell the show. The players in the middle of the field are the managers because exactly they accept the most important decision. And finally defenders are accountants who must ensure that we do not incur losses". Fabio Capello.

Today any kind of sport surrounded by a variety of stakeholders. Sports clubs want to play, win and earn. The visitors want to visit events, sporting goods want to increase sales. Sponsors want to promote their brands, channels want to broadcast rating matches. Successive steps each of this subjects aimed at achieving the set goals and belong to the category of sports marketing.

Football is not only a game in all over the world.

Today, football is the most real business and success in it as in any commercial enterprise depends on the financial situation of the clubs.

The aims of marketing football club is create the favorable conditions and atmosphere for investment, attraction the viewers to the stadium, sponsors and media outlets for cooperation.

Football club should choose the main directions of marketing activity or marketing strategies to achieve this aim. Now we consider some of them:

- the transformation the name of team in a full-fledged brand which can be connected with values and associations team, the history of the club, playing style, outstanding players and coaches, name and logo of the club;
- the transformation simple players of the team in the professionals who will be the important components of the image of the modern football brand;
- the development of systems work with fans, in which the club makes commercially passive viewers into active consumers of their primary (football) and related (attributes, souvenirs etc.) products;
- the involve the sponsor, the creation of associative links between the sponsor's brand and brand of the football club;
- the creation of news events, informing and involving the media group in the life of the club [2].

The main task of marketing specialists is attraction sponsors. But their relationships have to wear a mutually beneficial character. Large companies often invest in sport, because this is very popular today.

Money from sponsors can be used to payment of taxes, the modernization of the stadium, the training of youth and the player salary – it all depends on the generosity and budget of the sponsor.

The sponsor requires improving all the results. There are not only sports results but those that are directly connected with his activity. If his business is developing at a desirable pace the sponsor does not refuse from such cooperation, moreover wants to prolong the contract on more attractive for the club conditions.

Football club creates a number of sports products, the main of which is a sporting event and expressed in a particular game or tournament in General. But as the sport event is not a commodity in its material form, we can say that as a staple of the football club are the ways of realization of the sports event.

Pricing policy is a set of activities that football club uses for setting price for sport event.

Ticket price policy football club should be:

- stable (don't reduce and increase the prices for tickets of football matches: if the fan is not interesting he spend money on another things);
- meet the opportunities of the selected target audience (price should be on the full range of ticket products, each of which focuses on a specific target group of fans);
- correct each year. Price can be based on the results of the past season and forecasts for the future of the game club.

Communication policy provides the transfer of information to existing and potential fans, sponsors and the media to promote sporting event, or create a positive image of the football club [2].

Football club is not only 11 players on the field, but also quite independent brand and his popularity depend not only on the quality of the game, but on successful marketing management. European marketing use those weapons for many years and in recent years they start actively connected with Internet resources.

The study of Football-marketing.com contains a lot of interesting information about strategies and principles on the conduct of the leading European clubs in social media.

The Football-marketing.com published datas about activity football clubs in the social network Facebook. Marketers investigated the activities of 52 teams in the English Premier League, Bundesliga, Serie A, Primera for 25 weeks, observing 27 485 posts.

Social media has changed the look of a modern communication system, has made the Internet an indispensable part of it. The football take place this evolution. The social networks are one of the main elements of marketingcommunications in sport. Facebook is just one way to involve more fans in the life of the club. It is one of the most effective way. [3].

The study highlighted 11 reasons why clubs should pay particular attention to social networks:

- fans want to get the maximum amount of information about the life of the team. They are interested in everything things which connected with the club, players, and stadium. Fans – more than just consumers. And social media allow to establish contact with a global audience;
- fans are constantly discussing about clubs events. It is part of their communication with the team. And a social network is a platform for communication;
- players and coaches, veterans of the club is an icon of communications. That's why it is very pleasure to get in the social network congratulation from your favorite player or ask an important question commercial Director – possibility to increase the loyalty of the fans;
- fans increase the audience clubs. Then more they say and write about your favorite team, then more attracted the attention of their friends and acquaintances;
- fans become more affordable. If earlier the main tool of online marketing has been the official website of the club, Facebook, Twitter and other social media help reach the maximum number of fans, including potential;
- geographical boundaries are blurred and the clubs receive the opportunity to address the audience of the different countries. For example, the London "Arsenal" has created some special applications for their American fans.
- 90% of the fans of football choose your favorite team to the age of 10 years and true to her during the life. Therefore, communication influence has long-term effect;
- the use of social media allows clubs to receive additional income through the expansion of a common base of fans, and through the creation of additional paid services;
- social media is such as mobile like a football. Fans want to receive more information about the games, news, interviews as often as possible and as quickly. Some clubs, such as real Madrid, has already developed a mobile services, which are available for visitors of stadiums;
- clubs – small organizations, but the big brands.
- sponsors, and fans are now waiting to see from clubs media activity [3].

Any content that club create in Facebook can be conventionally divided into two parts – that is connected with events on the field (video, tickets, travel), and secondary information about the players, sponsors of the team. Representatives of different leaguespublish the same informations. The clubs does nothave problems with

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messages in the hottest time of matches. But they now show some information about different cognitive information and facts from the history of entertainment content.

One of the most important aspects of the study was to evaluate the frequency of posting to Facebook. It turned out that the clubs with the largest number of fans in the average placed on the pages of two posts a day. Interesting data: real Madrid in social networks about two times more active "Barcelona", but by the number of fans difference between them is small. The Catalans in the average post two messages a day. For comparison, the "Manchester city", which is considered the most active part of Internet marketing – six.

Clubs still perceive Facebook and other social media in the first place as a platform for the dissemination of information. There are not many attempts to attract supporters to commercial shares. So from the point of view of sponsors of communication clubs in social networks are still far from optimal from the point of view of marketing.

Despite the similarity in many ways, there are also differences in the social policies of different clubs. For example, Arsenal and Manchester United has maximum attention to their players and coaches, publishing of their interviews, and information about them. "Manchester city" often refers to the fan issues – for example, can make a contest Pets fans. Another approach "Chelsea" – here the maximum emphasis on everything that is connected directly with the matches of the preview, online, reviews, photos, comments.

Now we consider the use of marketing on the example of football club "Barcelona".

Football club Barcelona and the Catalan football club from the same city is one of the best in Spain and in the world. It was founded in 1899 by a group of Swiss, British, Spanish and Catalan players led by Joan Gamper. The club became one of the symbols of Catalonia, them motto is "More than a club" [1].

12 December 1899 Gamper partners identified the emblem of the club. The emblem was adopted in the form of coat of arms of Barcelona to show the contribution of the sports life of the city. Later, in 1910, the Board decided that glorious club ought to have your own logo. With this purpose they held a competition that won the loader from the port Columbus, Jordi Lhasa Garcia, who later became an artist-surrealist. He gave nobleman world football current logo which contains the color of Catalonia (red and yellow), club (blue and red) and a red cross on a white background (the flag of England).

About where did the blue-pomegranate club colors, there are quite a lot of versions, one more interesting another. The most realistic is the following: the founder of «Barcelona» Hans Gamper wanted to see players of his club dressed in the colors of the Canton (administrative unit in Switzerland), where he lived all his life. It is also possible that he might just copied the colors of his first club, for which he spoke – «Excelsior». Finally, the latest version: meetings of the club management one of the founders was a pencil, half blue, half red, that was very typical for those times in Europe.

Barcelona has a lot of victories. The team became the champion of Spain 22 times, winner of the Cup of Spain 26 times, which is a record, the owner of the Supercup – 11 times, 4 times won the UEFA Champions League etc. Barcelona is much more than just a football club. About 200 thousand members own Barcelona. Every six years holds elections for the leadership of the club.[1].

Now football club "Barcelona" is the most famous international brand. The keys to success were the following aspects.

First of all, this is the way of the game. "Barcelona" is trying to play attacking football in any match during forty years.

Secondly, the leadership honors intrinsic values: respect, teamwork, modesty and ambition. These qualities are brought up in players with small years, and if they don't accept, then they parted.

The third component of success is the "Academy of Barcelona". The desire to raise our players – strategically-economic goal. Therefore invested huge money in the Academy. It is one of the main secrets of success of the team and the players and coaches work equally, both in academia and in the main team. Therefore, when a young player coming into the squad, he already knows what to do, because he played in this style during ten years. That is why Barcelona is experiencing a change of coach.

Income "Barcelona" of football season 2013/14 will make 509 million euros, announced this at a press conference, the journalists said the Secretary of the Board of the club of Tony Freysha. Catalan club can earn 500 million Euro for the first time in its history. Clubs still perceive Facebook and other social media in the

"Barcelona" receives from sponsors most of the revenue. Also club gets money from ticket sales, subscriptions, rights to broadcast the games. Qatar Foundation was one of the title sponsors of the club during the season 2011/12. The airline Qatar Airways became sponsor on the 2012/13 season. Manufacturer of molds for the club is the company Nike that was contracted for the supply of uniforms for the team from 1998 to 2014 [4].

The management of the club "Barcelona" pays huge value marketing team football. Barcelona offers young fans of football program "Grow up with Barca". Perhaps, this is the most detailed and well thought out children's campaign among all the football clubs.

"Barcelona" highlights three age categories among youth: up to 5 years from 6 up to 14 years old 15 to 18 years. On a separate page of the site describes the advantages of membership in the fan club to each age category. If fan joining to fan club, he firstly gets a special "welcome pack".

Children from 1 year to 14 years for joining the fan club receive a membership card, diploma, a book-guide, welcome letter, a badge, a backpack, and a special poster, where every year they can paste their membership cards and pictures. All members of the fan club get exclusive icon. "Welcome pack" young fans of "Barcelona" there is option for babies – there instead of a backpack, a poster and an icon is a basket for baby carriages and t-shirt. But compared with other advantages it is nothing more than pleasant things.

The youngest children (under 7 years) have free access to all football and basketball matches of the club (without a separate seat). Children from 4 to 12 years may, by completing a special application form, to be photographed with a football team before the match. With basketball, hockey, mini-football and handball teams, one can take pictures, even if a young fan for over 15. In addition, children of all ages, who are the members of fan-club "Barcelona", free access to team training.

But also it yet all. There is also the third section of advantages, called "Live the club experience", which loosely translates as "Live together with club". This section of benefits implies a birthday greeting from the club, competitions and festivals held at the stadium "Camp Noy" on the occasion of Christmas and other holidays and the conquest of different titles. Children older than 5 years are also getting into this section the email address on the domain mail.fcbarcelona.com, discounts in sports camps Barcelona, the opportunity to participate in a special football tournament held at the camp Noy, and subscribe to our e-mail newsletter of the club.

Moreover, there is a separate site of "Barcelona", made exactly for young fans of the club, where a special content for children – such as games and cartoons, where the main characters are the star of the football team. Of course, for the pleasure you have to pay, but, in General, it is not very expensive. Joining the fan club "Barcelona" for children under 5 years will cost 18 euros, up 14 years – 36 Euro, and for adult fans – 75 Euro.

The Spanish "Barcelona" is a club of the world's number one by the number of fans. According to a study by the German Agency Euromerica Sports Marketing, the army of fans of "Barcelona" has 340 million people.

In 2010 "Barcelona" has spent 4,5 million euros for the reconstruction of the club Museum, which was established on 24 September 1984. The Museum occupies 3,500 square meters and attracts 1,2 million visitors a year, ranking second after the Picasso Museum, which attracts 1,3 million visitors as the most visited Museum in Barcelona [4].

Thus, in today's competitive environment it is very difficult to sell any product and to sell football product is more difficult. But as soon as football clubs will adopt the modern marketing technologies, will form a team of marketing professionals responsible for determining and meeting the needs of the fans, sale invariably will increase, which will have a direct bearing on the commercial success of each individual club. The experience of the organization of the football business in European football leagues shows that the choice of the Belarusian club just not if they intend to not only survive, but thrive on quite a competitor of the market of the industry of sports and entertainment.

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**ECONOMICS FORMATION AND DEVELOPMENT
OF THE NATIONAL BASKETBALL ASSOCIATION****ANHELINA FIODARAVA, ALIAKSANDR MATVIENKA****Polotsk State University, Belarus**

The article is devoted to the economy of the NBA. The article dwells on the questions of income distribution, financial condition, operating profit and players' wages in the National basketball Association.

In the late 70's – early 80s leaders and owners of the League's teams considered that financial position were threatening. In 1980-1981 the total revenue of all 23 teams was 110 million dollars. The attendance of 943 games of the teams was approximately 9,4 million or 10,3 thousand spectators per game. The occupancy of the palaces of the matches was only 58%. Of the 23 teams in the League 17 were unprofitable.

The main reason for low attendance, as some experts considered, was nonequivalence in team compositions and, as a consequence, the absence of intense struggles. The leadership of the League changed the players between teams, which significantly increased the competitiveness of commands. Since 1983 attendance began to increase, but in the seasons of 1988 – 1990, has been a sharp increase in attendance, due to the sharply increased competitiveness of the teams and the League's expansion into two teams. The highest attendance for the whole history of the NBA was 61983 man in 1988 at the match of commands of Boston and Detroit.

The total number of seats for spectators in all 27 sports palaces, which played an NBA team, is more than 470 thousand, or 17 thousand places in average, one Palace. In the 1994/95 season, these seats were sold more than 350 thousand of season ticket, i.e., in a free market before the games received only 25% of the tickets. Thus, the early sale of season tickets is the basis of successful financial policy in many NBA teams [1, p. 119].

The team of Minnesota in the 1989/90 season set a record NBA attendance – 1072574 people during the season. It should be stressed that the growth of attendance is observed while increasing average chains for tickets: 8 dollars in 1983 to 20 dollars in 1990, and the lowest average ticket price was in the team, "Indiana Packers" – 13,74 dollars, while the highest of the "Los Angeles Lakers" – 27,25 dollars. 1995, the average ticket price increased to 29,5 dollars in 1998 to 35 dollars. The highest average ticket price in 1999 was the team Portland – 47,5 dollars. The difference in prices is explained by a popular team in the city, as well as the location of the place designated in the ticket. The most expensive tickets near the benches playing teams. So in 1999 on the play of the team "New York Knicks" the cost of tickets in the first row was 100 dollars.

As noted above, a huge impact on ticket sales renders presence in teams in the League of "superstars", or as their called journalists, "moneymen". After 1984, the Chicago bulls signed a contract with M. Jordan, the attendance of the games that it has sharply increased. So, in the 1983/84 season, appearing in a team M. Jordan's average attendance for the game was 6365 man in a subsequent season – 11445; 15871 and 18060 people increased attendance teams met by the team of M. Jordan. Today in most of the teams in the League has such "moneymen's".

Significant revenues the NBA receives from the sale of rights for radio and TV broadcasting of matches. These revenues tend to increase. Since the mid 80-ies of the NBA changed the attitude to the number of broadcast games on their contracts. If in the 1983/84 season, aired 178 games, in 1994/95, just over 100, that has allowed raising their rating. Such a policy NBA continued and in late 90-ies. In addition, League teams conclude contracts with local and regional broadcasters of those games that are broadcast by NBC and the ITN. The amount of these contracts varies from 1 to 5 million dollars a year on the team [1, p. 121].

An important source of income commands is a commercial activity in sport palaces: revenues from concessions for sale spectators during the games, soft drinks, snacks and Souvenirs, etc. from advertising placed in the Palace of sports, from the Parking and others In 1994, the average income from concessions amounted to approximately 5,3 million, in 1999 – 7,5 million dollars per team.

In the second half of the 80s, the NBA stepped up activities associated with non-traditional sources of income, such as licensing, publishing, production of video films, sponsorship. Because on the domestic market of business entered into "adulthood", to find additional sources of income. International market provides an excellent opportunity to increase revenue, especially from TV and radio companies, licensing and sponsorship contracts.

The number of permanent sponsor companies increased. The use of attributes NBA teams on the products of different firms began to bring a lot of income, because of their total sales League receives from 5 to 8%. Only

in 1987, these goods were sold to the amount of 173 million dollars, in 1988 – 350 million, in 1989 – 525 million dollars, in 1994 this amount exceeded 1 billion dollars, and in 1999, close to 3 billion dollars. About 140 species of various goods sold on the American and world markets with the attributes of the NBA, and the League is holding this trade in their hands. For example, if a company wants to put a picture of M. Jordan on its production, then it has to make two contracts – one with M. Jordan, the other with the "NBA Properties" [1, p. 121].

At the conclusion of advertising contracts involving several NBA players, the League is in a unique position. "NBA Properties" at the request of the basketball players began their business representative and the paper was called "a multiple license for the players". This license allows for "NBA Properties" to find customers in an easy way for advertising services basketball without special permission from the side of the Association players. The main thing is to respect the interests of groups of players participating in promotional projects, and each of them separately. All of the firms, entering the NBA contracts the group licence, obliged to use the services of at least 100 players of the NBA, therefore, the project involves representatives of all the teams in the League, i.e. "NBA Properties" is not dealing with individual advertising contracts players, but only the group and makes it quite successfully.

The proceeds from sale of rights to broadcast matches of NBA abroad and from sale of video tapes with records of these games increased.

Among other incomes of commands one can call the sale of players, receipts from Central funds leagues. So, the performance of the four new teams in 1987 – 1988 brought to the Fund of 130 million dollars, which were distributed to all existing then 23 teams in the League.

The highest indicators of profit (income minus expenses) of the League were in the middle of 90-ies. For example, in 1993/94, the total income of the League amounted to 1,2 billion dollars. But compared with the same period of the 80s they have increased almost in 3 times. At the end of 1999 income NBA approached 2 billion dollars. All 27 team in the League, according to the newspaper "New York Times", had an average of 5 million us dollars a year, and profit of 10 teams reached 15-20 million dollars a year. Successful financial activity of the basketball teams contributed to the growth of their cost. If in the beginning of 80th it was about 20 million dollars, at the end of 90-ies increased about 10 times [1, p. 122].

Keeping basketball business requires considerable expenses. The predominant costs in teams are the salary of players. In 1970, the average size was 40 thousand dollars, in 1984 – 350 thousand dollars. In 1987, when the average salary in the League 520 thousand dollars from 321 player of the League 202 basketball player received from 100 to 500 thousand dollars, 77 – from 500 thousand to 1 million, 26 from 1 to 1,5 million, 10 – from 1,5 to 2 million and 6 players – more than 2 million dollars. In 1990 – 1992 she exceeded 1 million dollars, in 1993 – 1994 350 – 370 League players received an average wage of 1,6 million, and pivot it is close to 2 million dollars a year, and in 1997 – 1998, the average salary of all players were 2,2 million dollars.

The salary of the highest-paid players M. Jordan in the 1996/97 season amounted to 30,14 million dollars in 1997/98, about 36 million dollars.

In 1996, Shaquille O'Neal signed the largest contract in the history of sports – 123 million dollars for 7 years. Contracts for the sum of more than 100 million dollars were signed in 1996, two basketball player (Javan Howard – 105 million dollars for 7 years; Alonzo Mourping – 105 million dollars for 7 years). After seven basketball players signed contracts of varying duration (from 3 to 7 years) in the amount from 2 to 88 million dollars. In 1999, J. Williams signed 6-year contract with the team "New Jersey Nets" for the sum of 100 million dollars, and Iverson – with a team of «Philadelphia 76» amounting to 70,9 million dollars.

The head of the NBA D. Stern is considered to be among high-paid athletes: sport – is an entertaining industry, and the players are like artists, so they will get their share of revenue in the industry [1, p. 122].

In the NBA the fund limit of a salary of a player is set. So, in 1989-1990 the salary limit fund amounted to 11,8 million in 1993 – 1994 – 19,3 million and in 1999-2000 – 34 million dollars on average per team. In the limit of Fund of the salary does not include amounts contracts basketball teams, which received the status of a free agent and signed a new contract with the team.

Analyzing their salary players should be aware that some of them receive a different kind of award for contract signing, playoff games, records, enabling the teams of "stars", more traffic beyond the limit number of viewers per season, etc. In this connection it is interesting to note that the U. Chamberlain, established in the 60-70-ies 103 record in the League, received no remuneration. However, in 1985, K. Abdul-Jabbar, improving record U. Chamberlain and typing 31419 points for his career as a professional basketball player, got a car "Mercedes", worth 65 thousand dollars. In the early 90s to the record of the NBA paid 70 thousand dollars. In addition, participation in the semifinal game of the subgroup on 41,5 thousand, in the final – by 68,8 thousand dollars. The winner of the NBA championship gets 410 thousand, and the losing team – 275 thousand dollars.

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Many players are engaged in the advertising or other business. Some of them receive from this activity even more than under a contract with the team. So, a basketball player Johnson of the Los Angeles Lakers got in 1990 from 18 different sources of 9 million dollars, or nearly 3 times more than for the contract.

At the beginning of 90-ies the salary of the head coaches of the teams was 100 – 400 thousand dollars a year. By the end of 90's salary was increased more than 2 times. High wages are got by the chief coaches of the leading teams in the NBA. So Phill Jackson, the coach of "Chicago", which for the last 7 years 5 times became a winner of the Golden basket, signed a contract worth 6 million dollars (1997 – 1998), the previous contract – 2,5 million dollars. The highest-paid coach of the NBA is Rick Pitano, who led the Boston, who signed a contract for 6 years in the amount of 40 million dollars [1, p. 123].

NBA players were the first among the members of the American professional sports leagues, who organized a trade Union, and it was founded in 1954. In 1983 he signed a first collective agreement in income, which regulates the attitude of the players and the owners of the teams of both workers and employers. CBA – collective agreement between representatives of the interests of the players and the club owners is the main document which defines all the rules and nuances of the operation of the Association [2].

In the same year (1983) "ceiling salaries" were established, thus they had a maximum allowable sum of the costs of one club on payouts to players as wages (i.e. the sum of all wages in the team). The so-called payrolls – the amounts that can be spent on the salaries of the individual players, depend on the income of the Association and the same for all teams.

For many years before that, all players receive roughly the same amount, which was just under a thousand dollars a month. But the salaries of the players was growing, and in 1964 Chamberlain became the first player in NBA, who had a hundred thousand dollars for a season. Trying to prove his advantage in the competition, Bill Russell, of the Celtics signed a contract with the sum of 100 thousand and one dollar, but it was in 1968 that Chamberlain put his signature under the 750 thousand for three years contract. Since 1984 year up to the lockout in 1999 the salary of players grew almost 10 times [2].

The collective agreement signed in 1995 provided for the dissemination of such restrictions in case of exceeding of the level of salaries of players from the planned profit of the League of 51,8%. I.e. if the League began to spend more than received. In the season 1997 – 98 this level exceeded 58%. The consequence of this was the shortened 50-game season. But in addition, both sides of the debate came to the consensus on all aspects regarding the business relations between the players, teams, and the NBA. Given that the contract was valid until June 2005, and then was again resigned to season 2010 – 11 bienniums, it can be argued that the guys did a great job in 1999 [3].

The growth of ceiling salaries since 1985, individual payments and overall ceiling of salaries are formed based on the forecasted rating BRI total revenue NBA in all spheres.

The ceiling of salaries is an article in the CBA, according to which all the clubs in the League set a maximum number of collective payments to players' contracts.

The ceiling of salaries in the NBA is soft – there are many officially authorized exceptions when signing contracts with the players and developing an overall picture of the economic situation of the club.

The ceiling of salaries can be exceeded. However, for exceeding the owners of the clubs have to pay in the budget of the League of special tax (luxury tax) in the amount of 100% of the excess. Payments occur if the costs for salaries exceed certain, also registered in the CBA, the level of taxes (70 million dollars for 2011). Money is distributed between other teams – equalizing the financial potential of clubs.

There are also individual limits of income players for both minimum and maximum salaries. For example, the rookie NBA cannot earn less than 473 thousand dollars a year (in 2010/11), and after 5 years in the League minimum salary exceeds the threshold of one million dollars. In turn, the maximum salary for "first-year" and for a person acting in an NBA sixth year, the same and amounts to about 13 million a year. As for veteran (more than 10 seasons) upper limit on the salary that exceeds 19 million [2].

Significant costs in the NBA associated with the payment of refereeing games. As is known, in 1994, the judge went on strike to demand a salary increase. Now newcomers receive 75 thousand dollars in the first year of his judicial career, then their wages increased to 99 thousand dollars. 200 – 300 or more thousand dollars a year get the most qualified judges with great experience [1, p. 123].

Just in NBA history there were four lockouts. The first lockout began on 1 July 1995 and lasted until September 21 of that year, resulting in canceled summer training camps. 11 July 1996 had a second lockout, which lasted a little less than three hours and was called "the three-hour war".

But in March 1998, the team owners came with a decision about the use of the right to early revision of the previously concluded agreements. Again not coming to a compromise in the established period, of 1 July 1998 the owners of the teams announced the third lockout. The cornerstone of the long lockout (204 days) was

the judicial sitting, where the question of if should the clubs pay to players in case of absence of matches was discussed. And if, before the court verdict players were in a safe situation, after the problem was resolved in favor of the holders of the players, the players stopped receiving money under contracts, many of them had to move on to play in Europe. The position of the player's Union sharply deteriorated, and they had to come to terms, which led to the conclusion a truce on 6 January 1999. After the expiration of the agreement in 2005, both sides reached consensus in just a few days.

On 1 July 2011 was the fourth in the history of the League's lockout. The owners of clubs required to reduce the salaries of the players at 25% and to establish a «hard» fixed ceiling of salaries at the level of 45 million. The entire season 2011/2012 was under the threat. On November 26 at the press-conference it was announced the end of a lockout, which lasted for 149 days. A new agreement between the players and the team owners was confirmed and entered into force on 9 December 2011; on the same day were opened training camps and allowed the signing of contracts with free agents. The schedule of the 2011/2012 season was reduced to 66 games; the first games were on Christmas day, December 25 [2].

Among other items of expenditure, we call salaries of service personnel, administrative and travel expenses, contributions to the pension and medical funds, payment of accommodation and power athletes during the games away, the acquisition of forms, inventory, equipment, rental of sports facilities, insurance players, expenditure on advertising and public relations, the development of sports programs (shooting educational films, search depot, etc.), the payment of taxes (Federal and local), and other.

The analysis of the economic activity of the NBA and its teams indicates that basketball business in the United States has entered a period of prosperity. The basis for the economic prosperity of the League is selling tickets for the games and rights for radio and TV broadcasting of the games. In recent years, the NBA significantly increased licensing and advertising and sponsorship activities. More than 57% of the income of the League is spent on the salaries of the players. NBA players are the most highly paid in professional sports.

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THE SUCCESSFUL BUSINESS MODEL OF FUNCTIONING OF THE GERMAN BUNDESLIGA

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Article is devoted to the economic regulation of the clubs in the German Bundesliga. The article discusses the model of functioning, income, financial stability and accountability in the Bundesliga.

Among the industries that actually sell work as television, film, other sports, football is characterized in that the least weakly associated with the real state of affairs in a particular economy. As an example of doing the right and decent football management stewardship often lead the German Bundesliga. The German system was recognized as one of the best in the world – in preparing young people in charge of the club's economy, transfers, in relations with the state and sponsors.

German Bundesliga is only fifty years old, is the youngest of all the European Championships 'big five'. In this anniversary season immediately became the most profitable Bundesliga club in the history of the championship. Back in April signed a lucrative contract with a TV, and starting next season German Football League, which distributes the income from the sale of television broadcasting rights between the clubs will receive 628 million euros per season. This is double the current amount. And the contract for the elite show matches and second leagues concluded once for four years. German Soccer receive more than two billion euros in fact just what will exist. In other words, reputation will now work on German football. Although this

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reputation earns long. Soon after the formation of the Bundesliga in her serious scandal erupted. In 1971, just six clubs have been under investigation for match fixing, including "Cologne" and "Hertha." Over the years, German football periodically turned out, all sorts of scandals tainted: and were fixed matches; and financial requirements of the players; and unsportsmanlike conduct, as players and fans; and fights; and even a scandal in the judiciary. German investigators, prosecutors and courts operate without interruption, the punishment is always tough, but you can not say that German football is completely cleared. Rather, it turned into a profitable commercial product that are good at selling.

Of course, the clubs of the English Premier League still earn more. But the Italians, French and Spaniards have already fallen behind. For example, in Spain the same still does not work quite a fair principle of decentralized the sale of television rights. Over the last season of "Real" and "Barcelona" earned more than 140 million euros each. "Atletico" with "Valencia" received an average of 100 million less than the rest of the team - at least 12 million each. In Germany, the difference between the first and last teams of the Bundesliga does not reach 130 million, of course, "Bavaria" gets far more than anyone else, but, for example, the same "Augsburg" gets only 14 million less. And this difference will not increase [2].

Not all clubs not intend to win everything this season, but still want to smooth away the very volatility - you can spend millions, but did not win anything and you can not get. In a typical business situation is a wild, one-year earn 20 – 30 million euros from the European cup and the next penny, but the bills must be paid regardless of income received. In England, Italy, Spain cash gaps close infusions from wealthy owners. In Spain, England take loans from banks. Each approach is regularly criticized in the press, there is extolled the German system, where no place for the rich or doubtful loans.

German football is one of probably the most regulated in the world. German government does not allow clubs strongly raise the price of tickets. Broadcaster paid too do not give much to deprive the German people live broadcasts. Control over the club's accounts and statements closer.

Earlier this year in training camp his team in Abu Dhabi Carl Edgar Yarhov, head North German football club "Hamburg", exuded confidence and boldly looked to the future. Multimillion-dollar contract with Sportfive (the world's largest soccer marketing agency) to expire in 2015, were not going to renew it. Henceforth, "Hamburg" he will represent himself, he will sell and advertise yourself. Save on commission came out decent. At the moment, neither of which independence is not talking. In June of that same Yarhov meekly extended relationship with Sportfive until 2020 in exchange for a loan of 12,4 million euros for a period of two years [3].

Bundesliga clubs are increasingly moving to the dark side in terms of the financial statements. Top managers are spending more and more money without getting any football or financial return. Several clubs are close to a state of insolvency. CEO looking for a solution not save or cost optimization, and in a feverish search for new sources of money, often questionable, thereby plunging deeper into the abyss of financial insolvency.

"Schalke 04" ended fiscal year 2012 with a negative balance of 75,7 million euros. "Borussia" Monchengladbach here 7 years repaying debts. "Hertha" Berlin is 10. In 1899, "Hoffenheim" 70% of expenditures are for salaries of players, almost like the "Chelsea" or "Manchester City", but "Manchester City" has not even close and can not come close to the title or at least to the Champions League. In the second Bundesliga "Cologne", "1860 Munich", "Kaiserslautern" after years of ugly control close to bankruptcy.

Of course, a successful season in the Champions League can correct balance club dismissal Arnesen will help avoid unnecessary spending on transfers, one sale Julian Draxler without problems bring the club 30-40 million euros, but it is rare good luck, and cash gaps must be closed every month. Therefore clubs lay its name from the soulless marketing agencies associated with football agents, and sometimes even go to the ticket touts.

In the season 2011/12 sales turnover Bundesliga first approached two billion euros. 14 of the 18 league clubs were in profit after tax, equity averaged 44,4%. Gross Profit entire Bundesliga was 55 million euros [3].

According to research by marketers, the strength of any championship is based on three indicators, income. This is the sale of television rights, sponsors and proceeds from ticket sales to the stadiums. Naturally, the latest you can attach more income from merchandising, especially during the growing celebrity matches. However, in Germany notices collected an average of five out of nine matches of the tour. On other fights less than a quarter of seats empty. Each round on average collects more than 400 thousand fans. Again, on average, each match any tour collects about 42 thousand spectators. For comparison, in the UK the figure is 35 thousand, in Italy, Spain and France – less than 28 thousand is not surprising, because less than ten years ago, Germany was the world championship, the conditions were created for fans just great. And conditions are not for a month, while there was a championship, and in the years ahead, and that was just the beginning [2].

According to Deloitte German league more financially stable than the English Premier League or Serie A. Sources of income balanced. Chef Christian Seifert DFL is going to tighten the rules for licensing, UEFA president Michel Platini calls from clubs do not spend more than they earn. Uniform plan to football industry was as close to the real economy.

Immediate goal is to increase transparency. All public figures especially clubs trying not to show anyone. Can not say that so do only in Germany. Those researchers who have managed to analyze the football records, report that 12 clubs in the Bundesliga negative current account right now (according to Mark Strauss of the Center for Accounting and Auditing of the University of Saarland). With transparency in German clubs trouble not only in current accounts, but in general. For example, "Borussia" Dortmund in 2009, a little touch up their balance sheets for 3 years: in 2004 contributed EUR 28 million, which were received from the company Nike as a "bonus when signing the contract for equipment." So managed to improve the balance in hindsight, that did not like the tax police. Tax want a contract and money reported and displayed in declarations immediately, and not after 5 years [3].

"Schalke 04" are famous not only contracts with gas monopoly, but slozhnosochinennogo management schemes club. They take everything they can to outsourcing and subsidiaries: sales title and other sponsorships, merchandising paraphernalia, even good catering, catering in the club displayed in a separate Limited Liability Company. Just "Schalke 04" created eight limited liability companies which belong to the right people and the club. This scheme helps to save on taxes.

Another popular but pernicious scheme in the Bundesliga: marketing agency offering a multi-year contract is not agreed to pay an annual sum, and pay immediately, but less than agreed. As a result, money fly away, and the club is still alive number of years with a contract that brings him nothing. That's what happened with "Cologne" CEO Wolfgang Overath Club and American IMG. These 12 million euros, which did not get very much did not stop "Cologne" in the struggle for access to the Bundesliga. But the current CEO "Cologne" Werner Spinner from Overath got only debts [3].

Accounting creativity League took such proportions that one of the bosses of the Bundesliga club called the tax office to ask for help: he needed an independent audit of the accounts in which the perpetrators of fraud would suffer greater punishment than dismissal, so it got its own accounting department.

A powerful source of living water, to which all clubs to drop dream is Champions League. 900 million euros, which distributes League every season of 32 clubs beckon all clubs in Europe. "Stuttgart" once played in the Champions League in the season 07/08, since the guide every year threw tangible amount on new players, to re-enter the tournament in the best Champions League write everything off. As a result, the club was not among the 32 lucky winners, and in dire financial straits, the last two years, "Stuttgart", is paying for the former extravagance. Even for wealthier clubs getting into the Champions League means a lot. President of the "Bayer 04" Wolfgang Holtshoyzer told what getting into the Champions League has identified the club's budget for this season in the 130 and not 90 million euros.

The new TV contract in which clubs will receive up to 2017 2,5 billion euros, should cool the ardor of several individual SGA. The German Football Association is going to make it the main financial parameters in the annual licensing procedure [3].

But the main threat to the financial machinations in football is not even from UEFA. Everybody knows a huge contract "Etihad Airways" of 460 million euros with "Manchester City", but also in Germany have, for example, the carmaker "Volkswagen", who generously pay any whim of his football club "Wolfsburg". The main threat is coming to football clubs from the EU. European officials have begun to examine how the state, and specifically individual municipalities, financial help their clubs. At the end of 2012 in five Dutch clubs have passed inspection. Eindhoven bought "PSV" ownership of 48,4 million euros, and then passed the same property back to the club to rent for a nominal fee.

"Schalke 04" recently sold the shares of the stadium itself, and actually received for some new 15 million euro. Generous donations of Munich and Bavaria on "development and integration" "Allianz Arena" is also very interested officials in Brussels.

Marketing agencies, such as "Sportfive", "Infront" or "IMG" looking for clubs sponsors receive a commission from them, and then signing the contract with the club and the club. Now, on average 15 – 20% of the contract with the football club sponsor passes the club offices. The fee does not depend on the talent agency, and how bad things are going in the club and how urgently need relatively honest money. "Hamburg" were needed urgently, so "Sportfive" 2020 will be particularly rich. Agencies themselves attract sponsors extensive card file charges. Same "Sportfive", which belongs to the French group "Lagardère", except for "Hamburg" can offer a choice of eight Bundesliga clubs, including the "Borussia" Dortmund.

London online resource Viagogo all of last season helped "Borussia" sell tickets to the European Cup matches, playing to raise fees for 25% of sales. A very successful play, bringing the cost of VIP tickets to the Champions League final to 31,427 euros. Overloaded with debt and contractors "Schalke 04" on a three-year contract with Viagogo will receive 3,6 million euros. Already hotels in Dortmund and Gelsenkirchen clogged advertising services Viagogo [3].

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Low prices for tickets and successful financial management make a sharp contrast to the Bundesliga Premier League. Last season La Liga attracted an average of 28,478 fans, the French Ligue 1 – 21034, Series A - 25 304, and Premier League – 35 592. But these figures pale against the background of the average Bundesliga 41,904 fans.

In Germany fan is king. For example, Borussia Dortmund huge grandstand stadium holds 26,000 seats, but the entrance to it costs about 15 euros. (For comparison, the cheapest ticket on the "Emirates" costs about £ 45 a ticket for "Camp Nou" – not less than 45 euros). Clubs limit the number of season tickets in order to enable everyone else wishing to watch the match. While the visiting team is entitled to 10% of the total number of seats in the stadium. Tickets for the matches also allow traveling fans, whose team plays on the road, free to use railway services. As for the English fans, for them, this philosophy remains just a dream. [1]

"As a brand, as a tournament, the Bundesliga is in good shape. We have a very, very interesting competition, stable and sustainable business model, which relies on three sources of income, "- says Christian Seifert, executive director of the Bundesliga. Holy Trinity, consisting of income from ticket sales (424 million euros), revenues from sponsors (573 million euros) and income from television broadcasts (594 million euros), is a major participant in the Bundesliga total money turnover (1,7 billion euros).

If you look at the rest of the continent's major leagues, you can find confirmation of this situation. Portsmouth is fighting for its own existence, while Manchester United and Liverpool are accumulating huge debts. In Spain, where the debts are just as big players in La Liga in the lower divisions can arrange strike because of unpaid wages. Italian stadiums filled halfway and clubs in France spend 71% of their income on salaries to players, that more than any other country.

Seifert explains the success of the Bundesliga that clubs appreciate their fans. That is why the tickets are so cheap. Clubs do not need more money, it is not included in the culture clubs. They are very focused on the fans. Each season, revenue from ticket sales bring Bundesliga 350 million euros less than the Premier League. But this is not a reason to take and suddenly increase ticket prices three times. [1]

In politics, the pricing of the tickets was a general agreement between the clubs - to keep prices as low as possible level. In essence, this is the philosophy of the Bundesliga - not now try to return all the money possible, but to create an economic and administrative mechanisms that could withstand the test of time and be profitable in the future.

If the German Football Association refuses to grant a license for the club season, the IBB acts as guarantor. The security deposit of clubs IBB takes all: the rights to broadcast, ticket sales, merchandise, land, stadiums, sponsorship contracts, players, etc. IBB uses services from time to time, half of the Bundesliga clubs and most of the second Bundesliga clubs.

Good bankers happy to lend money for transfers, for construction, expansion of stadiums, but even a simple cover gaps in current accounts. In 2011, IBB saved "Munich 1860" from collapse, a little earlier, "Alemany Eintracht," ten years ago helped "Borussia". IBB now goes to the European market, lends money to the participants of the Champions League for the purchase of players with "Stuttgart" because in 2008 everything was fine. [3]

IBB owns Reinhold Wurth, a billionaire philanthropist who made a fortune on the fasteners. He is always ready to talk about the bolt or on the economy, but not about what and how much belongs to him in the Bundesliga. In these challenging economic times it shows the bank return on equity of 19.8%, an excellent result. Wurth, it turns out, for German clubs the same as Mario Draghi of the ECB for Spain – the last hope and the last source of money.

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**INVENTORY MANAGEMENT IN LOGISTICS
BY THE EXAMPLE OF THE OJSC "KOMMUNARKA"**

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Today for most companies questions about effective inventory management are becoming increasingly actual and important because the annual costs of maintaining stocks make up 20 to 50% of the purchase value of the goods. In this way the main purpose of inventory management is to increase the turnover of stocks together with maximum satisfaction and customer needs.

This article focuses on optimizing inventory at the OJSC "Kommunarka". The following aspects will be addressed in this article:

– Inventory management on the OJSC "Kommunarka" (Republic of Belarus) and Confectionery Association "Beloved Land" (Russian Federation);

– Recommendations for improving inventory management system for the OJSC "Kommunarka" based on the experience of inventory management by the CA "Beloved Land".

Stage 1. Description of inventory management at the OJSC "Kommunarka"

Next we consider the notion of inventories. In order to understand how to optimize inventories in the company we should find out that this definition refers to. Inventories are products of industrial and technical purposes, consumer products and other products that are in various stages of production and circulation and are awaiting entry into the process of production or personal consumption [1, p. 131].

Now we will describe the activities of the OJSC "Kommunarka". In October 2012 the Belarusian authorities through court restored the state share to a controlling 57% share in the Kommunarka. Revision of shares was made possible because of mistakes made in the appraised value at the time of privatization of the enterprise. This action led to the loss of many sales channels, which were controlled by the former principal owner of the factory, an American businessman Marat Novikov.

In January – April 2013, chocolate confectionery and sugar were produced to the number of 18,200 tons, which is 13.7% less than in January – April 2012, while stocks of sweets on May 1, 2013 amounted to 4600 tons (103, 9% of the average monthly production), which is 6.7% less than April 1, 2013 (5300 tons).

Thus, it turns out that Belarus managed to sell 0.7 tons of sweets from the stores in April. This situation may be due to limited power of Ukrainian import of chocolates [2].

Consider one of the possible solutions to the problem of congestion at the warehouses of the OJSC "Kommunarka".

One means of inventory optimization is the study of positions of the nomenclature of goods. This is done in order to understand what product groups account for a large part of the money the company and demand for goods which is constant. We use the ABC-analysis and XYZ-analysis methods for this.

When using the ABC analysis nomenclature is divided into three groups – A, B, C. Group A is the smallest in number, but the most important. The importance of goods is determined on the basis of any particular feature or combination of features. As such a feature can be: sales of goods in the sales prices, profit margin, etc.

The averages size groups A, B, C:

A – 10 – 20% range and share of result – 50 – 80%;

B – about 30% range and share of result 10 – 15%;

C – 50 – 60% range and share of result – 5 – 10% [3, p. 33].

XYZ-analysis allows us to classify the resources depending on the nature of their consumption and the accuracy of forecasting changes needs in its.

Category X – is characterized by stable value of consumption, minor fluctuations in their consumption and high accuracy of the forecast. The coefficient of variation is in the range from 0 to 10%.

Category Y – resources are characterized by well-known trends determining the need for them (for example, seasonal fluctuations) and the average of their forecasting capabilities. The coefficient of variation – from 10 to 25%.

Category Z – resource consumption is irregular, any trends are not available, prediction accuracy is low. The coefficient of variation – more than 25%.

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Application ABC-analysis in conjunction with XYZ-analysis reveals the absolute leaders (group AX) and outsiders (CZ) [3, p. 34].

Based on ABC and XYZ-analysis nomenclature of inventory at the OJSC "Kommunarka" the following results were obtained (Table 1).

Table 1– Matrix ABC - XYZ-analysis of the OJSC "Kommunarka"

AX –	AY Chocolate "Alenka" candy "Kuznechik"	AZ Candy "Stolichnye", candy "Minchanka", candy "Malyshok", candy "Batonchiki slivochnye"
BX –	BY Candy "Belochka"	BZ Chocolate "Krasnaia Shapochka"
CX –	CY Candy "Belorusskie", candy "Duches"	CZ –

We obtain the following conclusions as a result of the analysis:

- Chocolate "Alenka", candy "Kuznechik" are a group of AY. This means that stocks according sweets occupy a significant share of the costs on a content inventory (about 80%) and the demand for these products is subject to known trends, so the demand for these sweets is easily predicted. These candies require individual chocolates management technologies.

- Candy "Stolichnye," candy "Minchanka," candy "Malyshok", candy "Batonchiki slivochnye" are a group of AZ. These candies are the most important for the study group, as they account for a large part of the company's cash and the demand for these products is not subject to any trends, therefore, is practically unpredictable. For these goods requires a considerable safety stock and daily monitoring.

- Planning chocolate goods chocolate "Krasnaia Shapochka" and candy "Belochka" can be carried out according to the same, and on individual technologies (both in terms of planning and delivery terms), since they belong to the group B and occupy a middle position in the formation of warehouse stocks. Compared with group A range of positions, they require less attention to them, produced normal control current stock in stock and timely order.

- Planning candy "Belorusskie" and candy "Duches" can be for a longer period, for example, for the quarter, with a weekly (or monthly) checking that the stock in the warehouse, as they belong to the group CY – they account for a small proportion of the enterprise funds and the demand is predictable.

Stage 2. Description of inventory management at CA "Beloved Land"

In order to achieve a sustainable competitive position in the modern market relations, modern companies should pay attention to strategy and mistakes, that other organizations in the industry have made. In our opinion, the best example to follow when building development strategies and inventory management in an organization is the CA "Beloved Land" is the largest enterprise in the North-West of Russia specializing in the production of biscuits and gingerbread. Consider the company "Beloved Land", which reached high results in their activities, including inventory management and to develop recommendations for improving inventory management the Kommunarka.

The company "Beloved Land" was created in 1999. CA "Beloved Land" is a leading manufacturer of oatmeal cookies (11% market share in 2010).

The following ones are the key decisions on inventory management adopted in the CA "Beloved Land" from 2004 to 2012.

In 2004, the "Beloved Land" took the following decisions to reduce inventory:

- Early entry of orders in the information system to inform the production of the expected shipments;
- Identifying the largest shipment volumes to create such a production cycle to meet all the needs for shipments, while avoiding an increase in stocks.

Next, consider the years 2005-2008., the CA "Beloved Land" have taken the following steps to shipment were more uniform:

- Negotiations were held with all customers and replaced bonuses dependent on the volume of sales on marketing support which is independent of the volume of sales to establish uniform shipments;
- Rejection of motivation sellers depending on the volume and performance of the plan and translation vendors on salaries. This was done to make the shipment uniform, being able to predict demand.

As a result, changes were made to the CA "Beloved Land" in the period from 2004 to 2011 following results were obtained (Fig. 1).

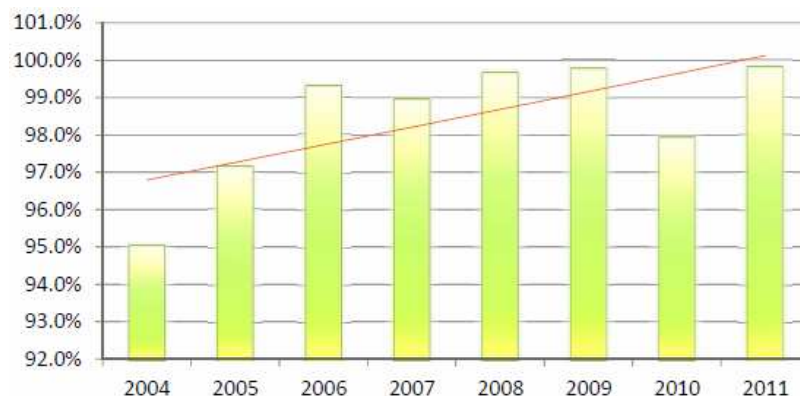


Fig. 1. Accuracy Orders for the CA "Beloved Land"

Analyzing Figure 1, we can conclude that as a result of changes the company managed to achieve almost absolute accuracy of order fulfillment.

Another important decision taken by the "Beloved Land" in 2011, there was an offer to distributors test methodology Theory of Constraints (TOC) inventory management. The safest way for the client has been selected. It is increasing the frequency of delivery using the Beloved Land's cash.

Consider a more detailed description Theory of Constraints. Theory of Constraints – the popular management methodology developed in the 1980s, Eliyahu Goldratt, which is based on finding and managing the key limitation of the system, which determines the success and effectiveness of the whole system. The main feature of the methodology is that making an effort over the management of a very small number of aspects of the system, an effect well beyond the result of simultaneous exposure to all or most of the problem areas immediately [5].

The testing methodology TOC on the LLC "QL-Logistic" the Kazan (the distributor of the CA "Beloved Land") in inventory management following results were obtained (Fig. 2):

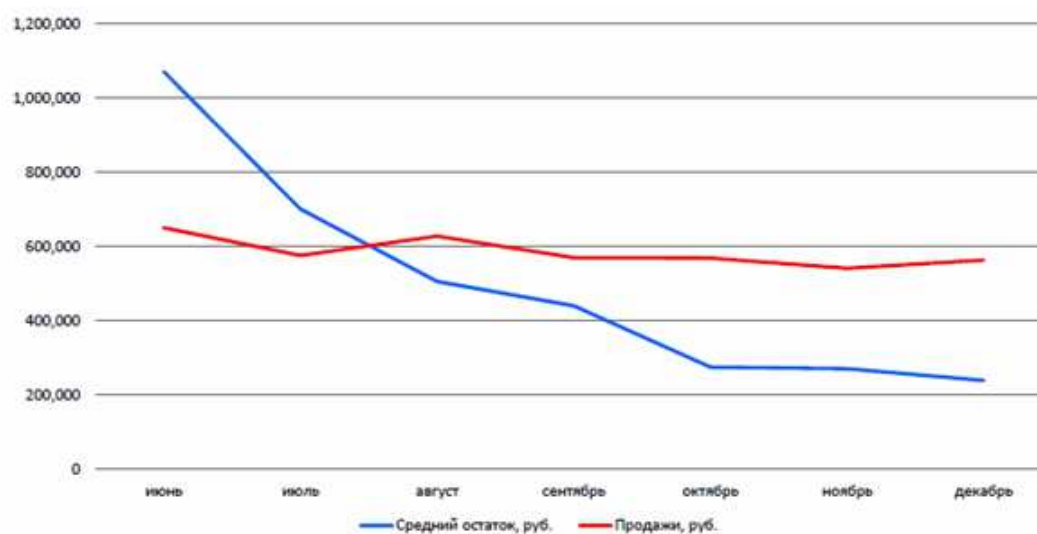


Fig. 2. Schedule of changes in the volume of reserves QL-Logistic

According to Figure 2, we can conclude that each month in 2012 a slight decrease in sales volume occurs, but a significant decline in inventory levels in the organization is noticeable (4.5 times). This is due to the fact that shipments have become more uniform, increased accuracy of order fulfillment. This has led to the ability to produce products to the extent that it is needed for a given period and to avoid excessive amounts of products. Thus there is a slight decrease in production along with the optimization of the stock (the release of more than 800,000 rubles for 7 months).

Stage 3. Findings

The study of inventory management at the CA "Beloved Land" allows us to offer the following recommendations to improve inventory management for the OJSC "Kommunarka":

- increase the number of dealers products the OJSC "Kommunarka". This solution will increase the number of channels and find new customers;

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- rationalize the product range. Equally important for production planning is the selection of the product range. When you decide the issue you should pay close attention to customer demand, as the range of products as much as possible must accord with the wishes of consumers;

- create new types of products demanded by the consumer. Creating new types of products helps to remind consumers about their company and their attention to new products through the media;

- coordinate sales in favor of insufficient development regions of Belarus, since in order to become a successful one, the company should start to familiarize with their products as much as possible the number of consumers;

- use TOC as Theory of Constraints has established itself as an effective tool of management skill. Thousands of companies in dozens of countries around the world have proved the effectiveness of their successes Theory of Constraints. Among them there are Tata Steel and Boeing, Ford Motors, DaimlerChrysler, Procter & Gamble, ABB, Hitachi tools, Japan Ministry of Infrastructure. The Russian company "POLAIR" using this theory in crisis not only maintained, but also increased the rate of its development. POLAIR is the largest Russian manufacturer of professional equipment for catering and trade, with an impressive product line and vast geography of sales. Management and coordination of production and marketing activities of the holding structure is carried out at the headquarters located in Moscow;

- hold a variety of advertising actions. Advertising actions allows interested consumers of their products and on a subconscious level to get them to buy their goods beyond their needs;

- increase accuracy of order fulfillment. This result can be achieved by organizing early order entry in the information system to inform the production of expected shipments;

- the replacement of volume bonuses on marketing support that does not depend on the volume of shipments to establish uniform to reduce stocks in warehouses.

So, summing up, we can say that to create the perfect inventory management system for the OJSC "Kommunarka", it should focus on activities of the CA "Beloved Land" and in the first place to pay particular attention to the accuracy of execution of the order, to create conditions for the uniformity of shipments, namely, to translate sellers in salary which is independent of the sales and make the substitution on the amount of bonuses on marketing support which does not depend on the volume and a detailed analysis of the range of products, to eliminate the least popular products and optimize the release of goods which are in constant demand from consumers.

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**IMPROVEMENT OF PACKAGE OF DAIRY PRODUCTS
FROM THE POINT OF VIEW OF LOGISTICS.**

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This article describes the concept of package, its functions, criteria of classifications, its major characteristics, the strategy of its creation and consumer psychology in choice of products. The types of package of dairy products of JSC Orshansky Dairy Combine are examined. Their advantages and disadvantages are also discovered. The example of the English retailer Asda, in which milk production is packed in so-called "Green Bottle", is considered as a way to package improvement.

Realization of the majority of goods is impossible without package. Package is a means or a complex of means which protect goods from damages and losses, and the environment from pollution. In logistics package plays an important role. Package provides consumers the information about the product, which is inside. Package protects goods from damage, that reduces the logistic risks connected with crush, damage, influence of chemicals, moisture, temperature and possible plundering of products. From the point of view of logistic

management the most important role of package lies in the simplification of warehousing, transportation, materials handling and so on due to a choice of the most effective cargo units in management of material flows in logistic chains. Practically all the processes connected with freight are provided by the functionality of containers and package.

Package is the most important element of goods. It significantly forms consumer's preferences in the goods market. Investigations show that only 3% of consumers don't pay attention to package while buying goods [1, p. 175].

In an average supermarket which has more than 15 thousand products a customer passes 300 various products a minute. American marketing specialists consider that 53% of all purchases are made under the influence of an impulse. It means that effective package works as a five-second commercial. According to the data of French marketing specialists-researchers, 35% of consumers buy goods after reading a text on a package, and 87% after noticing the familiar name or a trademark [2, p. 65].

The constantly improving system of goods sales promotes that a consumer chooses necessary goods by himself, practically without the influence of the producer or the seller at the moment of making a purchase. So in modern conditions the goods have to be sold by themselves. It is a package that promotes this [1, p. 175].

Package has recently become one of the effective tools of marketing. Well-designed package can be an additional convenience for consumers, and an additional tool of sale promotion of goods for producers [3, p. 193].

Colorful, nice package creates an idea of the first-class contents of goods. And on the contrary, slatternly, dirty, weak package will repel buyers from the product which has high quality.

Package is a certain cover or a container where goods are located and which is properly designed.

The functions of package constantly widens from utilitarian to the merely marketing. The main functions of package are protective, the function of localization, the function of quality formation, esthetics and design, informative, advertising, sales promotion function.

Creation of package is a very difficult process during which important factors have to be considered. Major factors which should be considered while creating and using package are:

- correspondence of the dimensions of package to consumers' requirements;
- existence of customs concerning the design of package;
- existing legislative requirements in the sphere of package;
- necessity of correspondence of package cost to consumer ability;
- expediency of recognition of goods by its potential buyers;
- possibility of perception of goods package according to an educational and cultural level of consumers;
- marking [4, p. 258].

In logistics they place serious demands on package. On one hand, package has to provide safety of goods during the transporting and storage (technical requirements) and, therefore, to be strong and reliable, on the other hand a package has to be cheap (economic requirements) that is directly connected with the cost of materials and technologies of their production. From the economic point of view package represents usual goods, which require raw materials and labour input for its production and realization [5, page 254].

Various goods demand various types of package. There is a number of factors which influence a choice of type of package:

- properties and features of goods;
- the weight and volume of goods at optimal utilization of vehicles, means of warehousing, and also taking into account the continuous growth of transport tariffs;
- level of adjustment of package to an automation equipment, transportation and warehousing at clients';
- possible external impacts on goods during transportation, warehousing and storages;
- types and means of transportation as there are essential distinctions in package depending on vehicles [3, p. 228].

Therefore, there are different types of package. The main criteria of classification are the general purpose, applied materials, ratio and sphere of using, a quantity of the packed units and designated purpose.

The most important characteristic of package is its quality. Quality is a set of properties and characteristics which provide package with a capability to satisfy supposed needs. Efficiency of using of package, its ability to carry out the major functions also depends on its quality.

Another important role is played by ecological properties of package. It is an ability not to do essential harm to the environment during its using and utilization.

Modern ecological requirements that impose to package mean that package shouldn't have negative impact on the environment during its production, transportation, storage and operation, and also after its functional usage [6].

Types of package absolutely safe for the environment don't exist as various substances are released into the atmosphere during utilization of different types of package.

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During the burning of wooden, paper, fabric and polymeric package carbon dioxide is released into the environment. Its great accumulation in the atmosphere causes climate changes due to greenhouse effect that can lead to negative consequences.

Many specialists try to avoid the statement that package is clothes of a product, but psychologists find out interesting interrelations. The concept "clothes" means that a package can tell a lot about a product, as well as clothes can tell about a person. The main task is creating a certain image of goods which corresponds to the ideas of the population [7].

The psychologist Cheskin's experiences showed that package is just the motive that forms a certain opinion about a product. He's made many experiments that confirm this rule. He put the same product in the boxes, designed in various ways. Examinees tried a product and estimated its advantages, without mentioning its package. 80% preferred the product in a box with circles to a product in a box with triangles. It has "obviously high quality". In other case the same deodorant was put in small bottles with three various colors. Examinees noted that one deodorant possesses pleasant aroma, another one is inefficient, and the third one causes rash [1, p. 176].

Package is reliable and effective if it reflects an image of a product and if its color, material, graphics and pictures speak about it and express its essence and purpose. Besides, a package indicates that a product is closed and protected. This presentation is especially important because the first acquaintance between a consumer and a product goes with the help of designation on its package. Under the influence of the type of package a buyer easily gets an idea about a product [7].

Creation of an effective package for a new product can cost about some hundreds thousand dollars and last from several months to a year. It is impossible to overstress the importance of package, considering its functions, such as drawing attention of consumers and satisfying them. Thus firms shouldn't forget about social concern of package and they should make the decisions which will meet not only the interests of society but also essential interests of consumers and enterprises.

The tendency of growth of let-out dairy products has been noticed recently. And this growth requires an increase in a expiration date, improvement of quality of package. Now all the products in shops are packaged. And, if earlier a glass container took the primary place in package of dairy products, then now it is almost forced out by polyethylene food package. Nevertheless, each package has both advantages and disadvantages.

For a right choice and using package materials and containers it is necessary to consider the nature of a packed-up product, its consistence and a physical state, weight, technology of processing, a condition and periods of storage and realization [8].

Package materials for dairy products have to possess the high mechanical durability, resistance to aging, rigidity or elasticity, ability to the welding necessary for formation of tight connections.

For prevention of damage of dairy products, package materials should have gas tightness, vapor resistance, water resistance and aroma resistance. They should be water-fast. It has to possess maintainability, not to exfoliate and deformed.

Dairy products possess an ability to sorb heavy metals and the majority of organic compounds including harmful. Therefore all package and closing materials and containers have to be inert to a product and not to release harmful components for a person at the moment of contact with it. In all package systems, except usual glass, polymeric materials, varnishes, fillers, dyes, solvents and other components which conditions can get in a dairy product are used. So that's why there are sanitary code and regulations approved by Ministry of Health so that to avoid getting of these substances into a product.

Thinking over what milk and in what package to choose, you should about the future. Every used package increases a garbage dump in the nearby suburb. Choosing a product we all should care not only about its quality and useful properties, but also about its utilization. The possibility of recycling, so-called "the second life" of package is another criterion of a choice for the consumer [9].

Open Joint Stock Company "Orsha Milk Plant" is one of the largest dairy enterprises which deals with milk processing and sale of dairy products in Belarus. It supplies natural cheeses and cultured milk foods.

Wide experience, well-tried methods of production, well co-ordinated work of experts guarantee the production of really tasty and healthy dairy products [10].

Main types of production are milk, cottage cheese products and sour-milk products, and also the big range of cheeses.

Today the production of the Dairy Units is represented 2 trademarks:

- "Dedushkin Gorlatchik" (production of milk and dairy products),
- "Znatny Syrodel" (production of cheeses).

Package of dairy products at "Orsha Dairy Unit" combine is represented in the following types:

1. A plastic bag. This type of package is considered to be the most universal. Really, in our life we constantly have to do with which are so convenient to keep everything in. So the same happened to milk. The

technological improvement of packing allowed to develop food polyethylene which is subject to hygienic certification and which contains various additives for increasing the durability. This type of package is much cheaper than others. In comparison, milk in plastic bags costs 30 – 50% cheaper than in Tetra Pak.

In most cases it is pasteurized milk in plastic bags. The period of storage of such milk, as a rule, doesn't exceed several days, and it is recommended to store such package with milk in the refrigerator. This is confirmed by the relevant information on package. As a rule, because of rather low cost of production of a package, milk in such packing is cheaper than milk in bottles. Another advantage is the small weight of package. However it isn't always convenient to use a product in such way because such package doesn't keep a form and unpacked it demands supplementary equipment or pouring in another container [9].

2. "Tetra Rex". Tetra Rex package has been known and loved by consumers for a long time. It is convenient for logistics and is very practical. It is the most popular and widespread cardboard package in the world. Tetra Rex is a fine choice for packaging of pasteurized milk and products on the basis of the juice that demand cooling. Using of combined materials on the basis of a cardboard for packaging of milk leads to essential advantages. As a rule, such package consists of several layers of polyethylene and a cardboard. In such package each material carries out its own function: the cardboard gives stiffness and light-tightness, the foil increases barrier properties, layers of polyethylene give to a product water-resistance, provide package with high quality of welding and sealing. It is very important that cardboard package is impenetrable for light which can lead to the loss of about 50% of vitamins A, B2 and C (as in a case with a transparent bottle).

Advantages of cardboard package are relative durability during transportation, lightness, compactness, high ecological compatibility (a package is perfectly suitable for recycling), safety of transportation, barrier properties. The rectangular shape of a package is convenient for representation on shelves in trade and for storage in a refrigerator. Such package is favorable in logistics as it reduces transportation and warehouse costs because shipping modules are compact and save a lot of place. Besides, the products packed in such a way, can be stored and can be delivered to consumers without cooling [9].

Thus, a huge number of factors and also consumers' preferences have impact on a choice of package. There are no ideal packages of dairy products. Every of them has both advantages and disadvantages. There are a number of problems in packaging of dairy products at the enterprises which should be solved in the future.

Following the example of the English retailer Asda, whose production of milk is produced in so-called "Green Bottle" package, can be one of the ways to solve the problem of packaging of dairy products.

The English retailer Asda started to sell milk in a package from papier-mâché. New eco-bottles from papier-mâché with dairy products came into the market in the supermarkets of Asda in Great Britain. So-called "Green Bottle" was invented in 2006, it consists of an external cover from the recycled paper and a thin plastic inside for milk storage. After a successful pilot stage of the project, milk in bottles from papier-mâché is sold in all shops of Asda. Boxes green outside are similar to usual plastic bottles of milk, but unlike plastic which decomposes in 500 years, it is reworked during some weeks if it is thrown out.

The revolutionary concept of eco-package of Green Bottle was developed by Martin Mizerkauf from Suffolk after his conversation with the managing director of a local garbage dump in a pub about problems of plastic bottles, especially dairy.

It took Martin Mizerkauf a year and a half to design and develop a new concept of dairy packages and it was his son's toy from papier-mâché that helped him come to this idea.

Eco-package "Green Bottle" consists of 2 parts:

1. External cover from solid and hard recycled cardboard. The cardboard looks like usual plastic.
2. Internal cover, a small inner plastic coating, that keeps milk fresh.

When milk finishes, you can simply rip the bottle, remove the film and recycle or compost the paper.

The new idea of package is obviously more "green" and also can successfully replace plastic bottles or the paper laminated packages for milk packing. The independent analysis of life cycle showed that Green Bottle has 48% less carbon trace than usual plastic bottles.

This package can be used not only for milk but also for juice, liquid solvents and many other liquids [11].

"Green Bottle" Managing Director, Andy Brent says: "We first tested prototypes of "Green Bottle" a couple of years ago, and have been working hard since that time to optimize our design. We now have a bottle that can be produced, filled and distributed in exactly the same way as plastic, and which is overwhelmingly preferred by consumers."

In conclusion it is worth saying that today new products appear on counters of shops every day. Thus goods practically don't differ from each other according to the contents and quality. In this situation package gets the main value in the fight for a buyer. Moreover, package and a label become a powerful tool for products promotion in the modern market.

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**FINANCE & PROJECT PERFORMANCE EVALUATION
OF PUBLIC PRIVATE PARTNERSHIP**

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In the article the ways of financing the projects of public- private partnership are considered, a comparison of the processes of traditional budget financing and financing the projects of public-private partnership has been conducted. The project financing of public-private - partnership has been considered in detail, as well as a method for evaluating the effectiveness of the projects of public- private partnership has been offered.

The development of transport and logistics infrastructure, including the construction of logistic centers, is a priority in the Republic of Belarus and requires huge investments. In case of new construction, investment costs for implementing infrastructure projects include:

- a) construction and engineering work;
- b) the costs for planning and development of land;
- c) materials and equipment;
- d) fees paid for technical and engineering services.

Traditionally, the realization of infrastructure projects is carried out from the national budget, which does not always have free capital for the implementation of major projects, so the investor is necessary. Forms and methods of financing investment projects vary widely: for this purpose shares issue may be used, the acquisition loan, lease financing and others. Each of the used forms of financing has certain advantages and disadvantages, but it is difficult to find an investor, so the public-private partnership is considered as an alternative and the most efficient way to implement new projects.

The creation of the mechanism of public-private partnership, will allow the state to acquire financial and managerial resources of the private sector, leaving behind the control over the objects of the infrastructure and private capital will have access to those sectors that have been closed to it before as they were completely under the jurisdiction of the state. In terms of maturity and high competition in the most accessible markets, an access to new sectors of the economy offers significant opportunities for private capital to expand its operations and to get a stable profit.

Public-private partnership, usually involves specific financing schemes that allow a number of benefits of a financial nature in comparison with budgetary financing.

The main difference is in the process of realization of the project of public-private partnership, public authorities do not interact with a variety of organizations that are involved in its implementation, but only interact directly with a private partner, who makes the necessary contracts himself and monitors their implementation. In this case, you typically create a special organization as a separate investment project, and the private partner provides functions similar to the functions of the general contractor.

In the world's there are three widely spread sources of funding the projects of public-private partnership: public financing, corporate finance and project financing.

Public financing is the financing in which the government attracts borrowings and gives them to the project through the final borrower loans, grants, subsidies or guarantees on debt. Typically, authorities are able to obtain loans at a lower interest rate, but they are limited by financial opportunities of the budget, as well as the fact that there is always a number of programs competing for scarce financial resources, besides the state less effectively manages business risks [2].

Corporate financing is the financing in which an organization attracts borrowings using its credit history and current business, and uses them to invest in the project. Utilities and government organizations do not have sufficient debt capacity and may have several competing investment needs. Such opportunities may have outside investors, however, the amount of the required investment and profits, which usually such investors want to get from their investment, may lead to an excessively high cost of financing, and so this way may be closed to the grantor [2].

Project financing is the financing in which direct loans without a regress right or a limited regress right are available directly to the created project organization. In this case, lenders rely on project cash flows to repay the debt, while providing the debt is limited by current assets and project future earnings. Thus, the duty of the project organization is not reflected in the balance sheet either of shareholders or perhaps in the balance of the grantor [2].

In our opinion the most effective can be called "project financing" as at the basis of project financing of public-private partnership is the concept of financing investment projects guaranteed by the expected profit, those revenues that the generated transport and logistics center will bring in during its operation. Project financing has some specific features that distinguish it from other forms of fundraising for implementing the project.

The characteristic features of project financing are:

a) the project is implemented in the legal, organizational and financial isolation from other projects, which involve the same organizations, which gives you the opportunity to ensure the transparency of financial and other results;

b) cash receipts from the implementation of the project are the main sources of repayment of loans, of the income of investors and shareholders, government payments, assets of the project are collateral for any borrowings;

c) dividends and investor returns depend on the performance indicators and debt responsibilities [3].

Thus, the project requires investments at all stages of its implementation, including the stages of design and tender, as well investments are required during the operation of the object (the launch of the object, the maintenance, modernization and reconstruction of the existing transport and logistics center).

Having analyzed the disassembled material the scheme of financing the implementation of projects concerning the construction of transport and logistics infrastructure is made up by us (Figure 1).

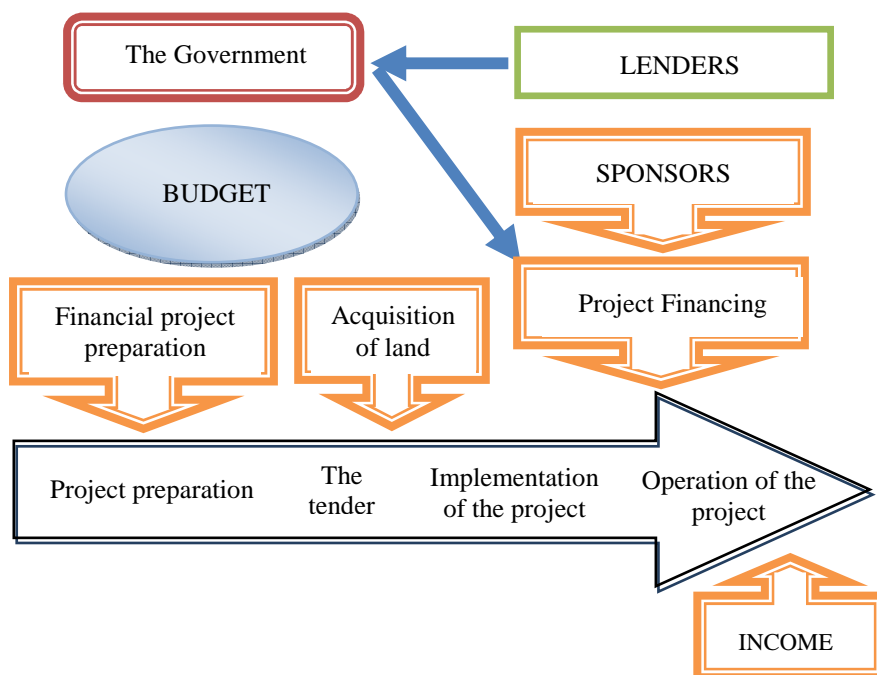


Fig. 1. Scheme funding projects concerning the construction of transport and logistics infrastructure

Source: own elaboration

The essence of public-private partnership consists in a mutually beneficial partnership in order to implement the project. But private companies are primarily interested in making a profit from the operation of the project. That is why, even at the stage of preparation and tendering it is necessary to assess the effectiveness of the project.

Theory tools of real options as an addition to the method of net present value (NPV) and calculation model Expected Commercial Value (ECV), to evaluate the effectiveness of the project, the construction of a transport and logistics center implemented through public-private partnership, have the potential to justify the optimal investment decisions in a logistics activity [4].

The value of the net present value (NPV) is calculated as the difference between the discounted cash flows of income and expenditures incurred in the implementation of investment over the forecast period [5].

The essence of the criterion is to compare the present value of future cash flows from the project to build a transport and logistics center with investment costs necessary for its implementation.

The application of the method provides consistent passing the following steps:

- a) calculation of the cash flow of the project for the construction of a transport and logistics center;
- b) the choice of a discount rate, taking into account the profitability of alternative investments and risk of the project;
- c) determining the net present value.

NPV for the constant discount rate and a one-time initial investment is calculated by (Eq. 1):

$$NPV = -I_0 + \sum C_T (l+1)^{-t} \quad (1)$$

where: I_0 – the value of the initial investment (RUB); C_t – cash flow from the sale of investments at time t ; t – calculation step (year, quarter, month, etc.); i – the discount rate.

Thus, the cash flows must be calculated in the current or deflated prices. When forecasting revenue data it is necessary, if possible, to take into account all types of revenues in both the production and non-production, which can be associated with this project. So, if at the end of the implementation period of the project flow of funds in the form of residual value of the equipment or release of working capital is planned, they should be counted as income of the related periods.

In the calculations according to this method there is a premise of a different time value of money. The process of converting the future value of cash flow into the current one is called discounting.

The rate at which the discounting is called the discount rate (discount rate), and the factor $F = 1 / (1 + i)^t$ – the discounting factor.

If the project involves more than one-time investment and consistent investment of financial resources for a number of years, the formula for NPV calculation is modified as follows (Eq. 2):

$$NPV = \sum_{t=1}^{T_y} I_t (l+1)^{-t} + \sum_{t=1}^T C_T (l+1)^{-t} \quad (2)$$

where: I_0 – value of the initial investment (RUB); C_t – money flow from the sale of investments at time t ; t – calculation step (year, quarter, month, etc.); i – the discount rate.

Terms of the investment decision based on this criterion are:

- If $NPV > 0$, then the project should be accepted;
- If $NPV < 0$, then the project should not be accepted;
- if $NPV = 0$, the adoption of the draft will bring neither profit nor loss.

The basis of the method consists in following the main target setting determined by the investor – to maximize its final state or increase the value of organizations. Following the given target setting is one of the conditions of comparative evaluation of investments on the basis of this criterion.

The implementation of this method involves a number of assumptions that must be checked for the degree of their compliance with the reality and the fact what results possible deviations lead to.

To the following assumptions one can refer:

- a) the existence of the only one objective function - the cost of capital;
- b) a specified term of the project implementation;
- c) the reliability of the data;
- d) membership fees at specified times;
- e) the existence of a perfect capital market.

The method has significant drawbacks. Due to the difficulty and ambiguity of forecasting and the formation of cash flow from investment, as well as in the choice of the discount rate there is a danger of underestimating the risk of the project.

The next indicator ECV has been proposed to be calculated as follows (Eq. 3)

$$ECV = [(PV \times Pcs - C) \times Pts - D] \quad (3)$$

where: *ECV* – the expected commercial value of the project; *PV* – future project earnings, discounted to the present time; *D* – investments at Stage I (development); *C* – investments at Stage II (commercialization); *Pts* – the probability of success of technical implementation; *Pcs* – the probability of commercial success after successful technical implementation.

The advantage of ECV model is that it takes into account the probability of occurrence of an event at some point that does not allow the used indicator NPV. Thus, the project to build a transport and logistics center can be adequately assessed and accepted, and in the future in the course of the project implementation of a public-private partnership using the proposed model one may adaptively and efficiently manage the efficiency of its implementation.

Thus it can be concluded that the project financing is the most appropriate source of funding for the construction of a transport and logistics center in the public-private partnership for the proposed model. Direct loans with a non-regress or limited regress right are available directly created to the created project organization. And lenders rely on the project cash flows to repay the debt, while providing the debt is limited by current assets and project future earnings. A proposed method for evaluating the effectiveness of public-private partnership in the construction of a transport and logistics center will be able to show the effectiveness of the project to potential private partners.

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FEATURES OF ECONOMY OF THE NATIONAL BASKETBALL ASSOCIATION: COLLECTIVE AGREEMENT

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The article is devoted to the economy of the National basketball Association. The article considers the issues of the collective agreement, the ceiling of salaries, luxury tax and trades in the NBA.

The national basketball Association, NBA is a men's professional basketball League of North America, particularly of the U.S. and Canada. It is one of the four major professional sports leagues of North America, along with NHL, MLB and NFL. It was founded in 1946 as the Basketball Association of America and after mingling with the National basketball League, was renamed the National basketball Association.

By 2011, the Association consists of 30 teams that are geographically divided into Eastern and Western conferences, while each of the conferences, in turn, is divided into three divisions of five teams. During the regular season, each team plays 82 matches, according to the results of which they select the participants for the play offs. In the playoffs the teams play according to Olympic system, it means up to 4 victories in their conference. Two champions of the conferences then meet in the final match, after it the champion of the NBA is defined.

The income of NBA in 2010 was 3,8 billion dollars, and, with expenses of just over 3,6 billion dollars, operating profit in that year amounted to 183 million dollars, while gross margin was 4,8%. The average salary of players in 2010 amounted to 4,8 million a year – more than in any other sports League in the world [2].

Among the expenditure items we will name the following: the salary of the service personnel, administrative and travel expenses, contributions to the pension and medical funds, payment for food and accommodation of sportsmen during away games, buying of the uniform, necessary implements and equipment, renting of sports facilities, insurance of the players, expenditures for advertising and public relations, the development of sports programs (shooting of educational films, searching for recruits, etc.), the payment of taxes (Federal and local), and others [1, p. 123].

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In its turn NBA management acted strictly according to the law. In the collective agreement, signed in 1995, a restriction was provided in case of exceeding the level of salaries of players from the planned profit of the League of 51,8%. i. e. if the League began to spend more than it earned. In the season 1997-98 this level exceeded 58%. The consequence of this significant dispute was a shortened 50-game season. But in addition, both sides of the debate came to the consensus on all aspects regarding the business relations between the players, teams, and the NBA. Taking into account that the contract was valid until June 2005, and then it was resigned until the season of 2010-11, one may state that the guys did a great job in 1999.

Below some basic provisions of the existing contract are considered.

To begin with let's consider the criteria of getting players in the draft. On the day of the draft the player must be at least 19 years old and in addition he must satisfy the following requirements:

- a player completed 4 year training in a College of the USA;
- a player finished school, did not complete 4 year training at College, but 4 years have passed since school time;
- a player played professionally but not in NBA [3].

These conditions apply to the season 2005-06, and were not applied to the beginners of the draft of 2005.

The current collective agreement provides precise gradation of salaries for the beginners of the League. There were two main problems that caused the creation of this gradation. The first problem was a practice to refrain newcomers after a draft in the team until they agreed to low terms of the team. Otherwise a beginner could just be on the hook sometimes longer than one season. The second problem was that the newcomers could get a higher salary than the veterans of the League. The last straw on the second issue was the rumor that the first player of the draft 1994 Glenn Robinson, was to be signed for 100 million dollars for several years (in the end his contract amounted to 68 million for 10 years). As a result since 1995, there appeared precise gradation of wages for beginners, which depended directly on the ordinal number of a draft. Below the scale of payments of the first number of a draft for every season since 2005-06 and until 2011-12 year is presented (Table 1) [3].

Annual income includes total income received by all clubs in the NBA, by the Association itself, and by any other legal parties, relevant to the NBA. Sum of such income received by the end of the season affects the level of luxury tax. The gross annual income includes the following items: profit from the sale of tickets for all possible games played under the auspices of the NBA, the profit from the sale of broadcasting rights, income from sponsorship and promotion of the club, profit from the sale of drinks distribution rights, 40% of the profit from advertising on the sports arena, 40% of the profit from the sale of tickets to the VIP area, profit of all the activities taking place during star weekend.

Table 1 – The Scale of payment of the first number of a draft in each season, dollars

Season	Salary for the first year	Salary for the second year	Salary of the third year	Salary in case of prolonging the contract with a beginner for 4 years (rise in % from the salary of the third year)	The subsequent prolonging (rise in % from the salary of the fourth year)
2005-06	3,617,100	3,888,300	4,159,600	26,1	30,0
2006-07	3,751,000	4,032,400	4,313,700	26,1	30,0
2007-08	3,885,000	4,176,400	4,467,700	26,1	30,0
2008-09	4,019,000	4,320,400	4,621,800	26,1	30,0
2009-10	4,152,900	4,464,400	4,775,900	26,1	30,0
2010-11	4,286,900	4,608,400	4,929,900	26,1	30,0
2011-12	4,420,900	4,752,400	5,084,000	26,1	30,0

Luxury tax. The most important distinctive feature of the NBA. This tax is an instrument to control cash expenses of clubs. The team, which exceeds the level, must pay a tax. Luxury tax – means average expenses of a club, the majority of which are the salaries of the players. For every dollar above a definite level the club pays to the League a dollar of tax. The amount of this tax is 61% of the planned annual income from the average income of the team, i.e. the NBA originally sets mandatory profit level of 39% for the season. Under this collective agreement, NBA will always get this profit.

In the 2007-08 season all teams that did not pay their luxury tax received about 2,2 million dollars. I.e. actually they got the opportunity to sign, for example, Radgon Rondo (1,6 million dollars), Stefon Marbury (1,3 million dollars), Nate Robinson (2 million dollars), Rodney Stuckey (1,6 million dollars) and etc. with luck, of course [3].

Limitation on the total wages of the players. This sum is, of course, lower than the luxury tax because the salary is not the only expense item. Initially, it includes 48,04% of total revenue and then 12,96% for all other administrative expenses of the club. As we see, the limit of wages is not pulled out of a hat; it directly depends on the profitability of the League. Thus, when the League is doing poorly, players, while prolonging the contract, receive less, if the League is doing alright, then the players earn more. This was one of the cornerstones of the contract of 1999.

This level is set not only with the intention to make the NBA a profitable corporation, but also to equalize NBA teams. After the draft it is the second lever of equalization necessary to raise the interest for every game, and, as a consequence, to increase income.

Teams have the right to exceed this level in the case of a few exceptions.

Using the above-mentioned rules, the club can overpass the limit for wages. There are lots of them, so it is not surprising that the "New York Knicks" overpass it even for 40 million. Minimal (Table 2) and maximum levels of wages depend on the number of the seasons played [3].

Table 2 – The Minimum salary, dollars

The number seasons played by NBA	2007-08	2008-09	2009-10	2010-11	2011-12
0	427,163	442,114	457,588	473,604	490,180
1	687,456	711,517	736,420	762,195	788,872
2	770,610	797,581	825,497	854,389	884,293
3	798,328	826,269	855,189	885,120	916,100
4	826,046	854,957	884,881	915,852	947,907
5	895,341	926,678	959,111	992,680	1,027,424
6	964,636	998,398	1,033,342	1,069,509	1,106,941
7	1,033,930	1,070,118	1,107,572	1,146,337	1,186,459
8	1,103,225	1,141,838	1,181,803	1,223,166	1,265,976
9	1,108,718	1,147,533	1,187,686	1,229,255	1,272,279
10+	1,219,590	1,262,275	1,306,455	1,352,181	1,399,507

As we see these levels are constantly growing. The maximum salary of a player can never be less than 105% of the last salary.

Teams have the right to exceed this level in case of several exceptions, most of which are named in honor of Larry Bird, who always played in one team, and suddenly it happened that Boston couldn't sign him up because it attained the limit of team wages. According to the rules they had either to lose Bird, what was impossible for the NBA or to dismiss a few very important players and to lose the chance to fight for the championship. This variant wasn't satisfactory for the NBA and it was just nonsense.

"*Larry Bird Rule*" means that general limit of wages is not applied to a player who has played in one team for three or more seasons. The "Bird rule" is still applied even if the player was traded three years later.

This moment is used by many teams, when they trade a star player with a huge contract, for a few important players of the club. Thus, next year when the contract is expired club gets the opportunity to re-sign the strong player, as well as the possibility of signing new strong players due to expansion of the salary limit.

The maximum period for which you can sign the contract with the player, corresponding to the "Larry Bird Rule" – is six years. Another important feature is that the League introduced restrictions to the maximum salary, which vary depending on the number of seasons played in the League. If a player signs a contract according to the "Bird rule", each year his salary will grow no more than by 10,5% of the fixed salary for the first year of the new contract. These 10,5% were a strict requirement of the League during the lockout of 99-th year [3].

"*Rule of early Bird*". For this rule to come into force the player must play for a team at least for two years, the maximum period of a new contract – 5 years, with this the maximum sum of the contract also changes it cannot be more than 175% of the expiring contract or of the average one (whichever is longer).

The "*Rule of the Anti-Bird*" ("*Non Bird*"). Most often, clubs may sign contracts using this exception with the players who, firstly, do not meet the requirements of the previous two rules, for example, who do not stay in teams longer than one season, and, secondly, if a club does not want to re-sign the beginner for the third year on the basis of the «rule of early bird». The contract of such a player cannot grow more than by 20%, and then it will grow by 8% each year.

"*Rule of average wages*". This rule allows you to sign up any free agent with the salary of the average level in the NBA, even if the club exceeds the limit for the total wages of the players. It is applied to contracts for maximum of five years. Increase of the salary is not more than 8% of the first year of the contract. The average salary is calculated for each season separately.

Economics

"Half-rule". Once this rule was called "million", as in 1998-99, the sum regulating the correspondence to this rule, was 1 million. The essence is that the club may sign up any free agent, whose salary amounts to minimum sum: 2005-06 – 1.67 million dollars; 2006-07 – 1,75 million dollars; 2007-08 – 1,83 million dollars; 2008-09 – 1,91 million dollars; 2009-10 – 1,99 million dollars; 2010-11 – 2,08 million dollars; 2011-12 – 2,18 million dollars.

Peculiarity lies in the fact that the players under this rule cannot be signed up for more than two seasons. Under this rule, you can sign up no more than two players per season [3].

"Beginner rule". Teams can sign up beginners, despite exceeding the General level of wages of the club, but it must be a newcomer of the first round of a draft.

"Rule of a minimum wage". Clubs can offer players contracts with the lowest possible wages applicable to the specific players. Every day of the regular season, the sum of payment under the contract is reduced in proportion to the days remaining to the end of the season. For example, in season of 180 days, each day salary will be decreased by 1/180. If the player signed up for a minimum contract within 90 days before the end of the season, the payment will be made for the half of the minimum salary.

"Rule of the exchanged player". This rule is used for trades, not for signing up of free agents. Using this rule, the club may release the payment order, allegedly in exchange for a player sent to another team, with the difference in their wages. For example, the club has changed a player with a salary of 4 million for a player with a salary of 2 million, he gets 2 free million on the acquisition of other players and even the club is paid a bonus of 100 thousand dollars.

"Rule of the injured player". The rule can be applied only for one player. If a player is seriously injured, and he misses the rest of the season, the club can buy a free agent to replace the injured one. This rule is also applied when players die. The maximum player salary, which is signed up in order to replace the injured one is 50% of the salary of the injured player or 50% of the average wage, whichever is less [3].

"Rule of renewal". If a player is disqualified for use of illegal medicines, the team has the right to resign this player at the end of the period of disqualification.

Using the above-mentioned rules, the club can pass over the limits of wages. There are lots of them, so it is not surprising that the "New York Knicks" step over their 40 million. It's well that at the end of this season contracts of 8 players of the Knicks expire, this makes the team the central figure on the market of free agents.

Trades, waiver of the player and the redemption of the contract. Clubs may carry out any exchanges of players at their discretion, if the financial conditions of the contracts of players participating in exchanges do not exceed the limit of salaries for more than 100 thousand dollars. If this overpassing of the limit occurs, then one must use the above rules (exceptions) for signing players. And it is not necessary to exchange the players on the basis of one rule.

In addition to the exchange of players for other players, clubs may offer the rights for their new players in the upcoming drafts. They can also offer so-called bonuses to the players who take part in trades and to the team. The maximum bonuses could reach 3 million dollars.

A very common type of exchange is a trade under the name «sign-and-trade». This kind of exchange is advantageous, because with its help the club may sign a player who in any case will soon become a free agent, and exchange him for other player. If the team does not do this, then it may lose a player without getting a new one in return.

There are rules, according to which clubs cannot exchange their players:

- if a team is over the limit of salaries, it may not exchange the player within two months from the moment of its signing in the result of the exchange;
- after the start of the moratorium on exchanges up to the end of the regular season;
- within 30 days after signing the beginner;
- without the player's consent;
- club can't get the player, which it previously exchanged with another team in the same season;
- only if the team with which the player was exchanged refuses to accept him. [3].

When the club wants to refuse from the services of the player, it should officially waive its right for this player. After that other teams have 7 days to get this player. If several commands claim to such a player, he will be received by the team with the worst percentage of victories in this season. If within 7 days no team buys this player, he will independently choose the club, but under new terms, as a free agent.

The above data are the provisions of the collective agreement between the League and the players, the purpose of which sounded like "with this agreement we provide best wages and working conditions of each player".

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UDC 330

THEORETICAL BASIS OF MATCHING WORKERS' COMPETENCE WITH TECHNICAL AND TECHNOLOGICAL WORKPLACE PARAMETERS**KIRYL KRYVITSKI, INGA ZENKOVA**
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The article systematizes theoretical foundations of matching competencies with technical and technological workplace parameters. The author's concept of the harmonization of higher (vocational) education and employment in the labor market is presented. The calculation of gross regional product due to unsustainable employees' education is shown. The conclusion of imperfect institutional structure of the labor market is made. The insufficient coordination between elements "ability, competence – technology", "technical and technological workplace parameters" in the labor market is emphasized.

The forefront of national strategy for sustainable socio-economic development of the Republic of Belarus to 2020 is to bring the national education system to the level corresponding to the world standards. The problem of advanced planning and creating relevant competencies is topical today and it will be updated in connection with the companies' desire to receive more technological rent from innovation processes in the country.

Without any doubt, the competitiveness of the national economy depends on a country's ability to export high-tech production. It should be mentioned that the main indicators of innovation activities are: "employment in high-tech industries", "export of high-tech production", "employment in the branches of high and medium level of technological development" and others. According to the theoretical approach of Russian researcher K.R. Gonchar the indicators of company and economy competitiveness are as follows: R&D costs for training employees in large companies, the purchase of software packages, productivity growth.

The role of the university in the chain "education market – competitiveness" is becoming clear. Institution is primarily engaged in the forming process of academic skills and competencies for professionals, but also acts as the main long-term investor of fundamental research. K.R. Gonchar's theoretical approach is valuable for our research with its explanation of dominant role and place of fundamental research in the innovation process of the national economy.

The studies of theoretical foundations of medium-and long-term planning skills, abilities, technological, scientific competencies of companies, universities, and employment centers are still relevant. In this regard, the problems of coordinated development of the labor market and educational services, as well as the study and development of methods for increasing the coherence of these markets become topical issues.

Theoretical foundations for the doctrine of harmonization of labor market and educational services were laid by representatives of the classical school in economics. Later the theory of coordinated development of the labor market and the education market appeared in a variety of works by such distinguished scientists and economists as R. Ehrenberg, J. Commons, T. Veblen, J.K. Galbraith, J. Tinbergen, E. Domar, R. Harrod.

Theoretical approaches to harmonize the labor market and educational services have been developed by the following scientists: E.F. Denison, G. Psacharopoulos, M.J. Bowman, T. Schultz, M. Sattinger, Gary B. Hansen, W. Edwards Deming, Fried Foulkes, Ann Whitman, as well as Russian scientists Y.G. Odegov, V.E. Gimpelson, S. Roschin, R.I. Kapelyushnikov, V.S. Bulanov, N.A. Volgin, P.E. Schlender, A.G. Korovkin, A.L. Lukyanova.

Significant contribution to the development of problems matching labor market and educational services has been made by such Belarusian scientists as A.N. Tur, L.E. Tikhonova, V.A. Kulazhenko, V.G. Loktev, Z.M. Yuk, E.V. Vankevich, A.P. Morova, G.N. Sokolova, A. Bondar, L. Borovik, M.P. Piluy, S. Tkachenko, M.N. Bazylev and others.

We are inclined to share the theoretical approach of M. Sattinger, in particular, assignment theory, where the author makes an accent on the matching of technological competence and technological workplace parameters.

This approach sets the theme of scientific conversation about whether investment in education is returned in the current situation "ahead of technology education" or "education ahead of technology" perspective affects employment and effective course for question on the cost of labor productivity of efficient workplace.

Also there is a valuable consideration of various elements of the relative system "competence in education-technical and technological parameters of workplaces". In economics, there are situations where technology outperforms market education or education market goes ahead of technology.

We believe that the basic set of skills, abilities and competences, midterm oriented during its creation, which takes into account information on the geography of created vacancies, time and a substantial component of the occupation characteristics, solves the problem of rapid employment of workers under dismissal. It is enough to match the worker's skills, professional experience with missing skills and abilities that will quickly enable to include the unemployed in retraining programs. This contributes to the labor supply structure harmonization with the demand and sustainable development of the national labor market.

We consider it important to identify production and technological parameters of jobs, not only at the stage of imbedding the equipment, technology but at the stage of creating a new idea of hardware technology. There is possible parallel harmonization between programs of educational institutions and technical and technological parameters of workplaces.

In our opinion, the concept of the harmonization of higher (and vocational) education and employment in the labor market should take into account:

1. Forming lists of promising areas with demand for labor at national level, regional, industry, enterprise levels both in urban and rural areas.

2. Drawing up a single paper on the structure of the occupation labor supply and demand, corrected according to the changes in social-economic behavior of the country.

3. Revision of the system of interaction between enterprises, management on labor and employment, educational institutions in order to reach a new level of their relationship.

3.1. The company plans technological parameters of the workplace with parallel commissioning of equipment and technology and provides information about required practical skills to the training institutions and information (with a breakdown by age and gender and skill structure) on prospective jobs in departments of labor, employment and social protection.

3.2. Universities and colleges develop training programs based on specialization, production specifics and information about the technological parameters of jobs.

3.3. Department of labor, employment and social protection accumulates information about the occupation structure of jobs (today and in the future) and places it on its official website.

3.4. Entrant acquainted with this kind of information, sees at what geographical point, perspective, field of labor application his skills are needed.

4. Methods of determining the economically reasonable number of employees at micro level:

– enterprises planning the new equipment, improvement of existing equipment with detailed data;
– detailed structural and functional analysis of the workplace in order to identify its production and process parameters;

– drawing up lists of prospective qualifications and specialties necessary for planned service of the created equipment, working area;

– providing a list of qualifications and specialties to the highest levels of government and horizontally in the sphere.

5. Calculation of loss in gross regional product connected with poor training. At the heart of this authoring there is an assumption that identifying the proportion of unemployed graduates in different fields allows to evaluate a potential shortfall of gross regional product and share of irrationally trained manpower for a certain date. Stages of building a model:

Step 1: Calculation of the excessive training (1):

$$R_{exc.} = 1 - \frac{N_{e.potential}}{N_e} \quad (1)$$

where: $R_{exc.}$ – excessive training ratio; $N_{e.potential}$ – regional potential workers number; N_e – number of people employed in regional economy.

$$N_{e.potential} = N_e + N_{undistributed} \quad (2)$$

where $N_{undistributed}$ – the number of undistributed graduates.

Step 2: Calculation of losses of GNP (gross national product):

$$\Delta GNP = GNP_0 \cdot R_{exc.} \cdot m \quad (3)$$

where ΔGNP – GNP losses connected with irrational training; GNP_0 – gross national product in comparable prices; $R_{exc.}$ – excessive training ratio; m – time factor, which is ratio between number of working hours of the graduate per year after placement and 12.

The advantage of the author's econometric model calculation is the versatility of such losses of gross regional product.

We cannot say that these economic calculations indicate imperfect enrollment plans for various specialties in high school, they are likely to show the imperfection of the labor market institutional structure, lack of effective interfacing elements "abilities – technology, technical and technological parameters of jobs".

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THEORETICAL BASIS OF ECONOMIC GROWTH. CHARACTERISTICS OF ECONOMIC GROWTH IN THE NEW ECONOMY

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The article focuses on the problem of economic growth. Economic growth is the basis for increasing wealth. The analysis of the factors which determine it can explain the differences in the level and pace of development in the country in different periods of time. The article reveals the concepts of economic growth and new economy. It also responds to the questions of how to ensure economic growth, what factors are responsible for it. The consideration of economic growth and dynamics of the standard of living forms the basis on which people estimate the work of authorities.

Such famous economists as Roy F. Harrod, Evsey Domar, Robert Solow, Adam Smith and modern representatives as Nikolay Snopkov, Sergey Rumas, Michael Demidenko, Andrey Klepach have been engaged in the problem of economic growth.

Economic growth is a constant increase in goods and services produced over a certain period of time (usually annually) [1, p.442]. It can be measured in physical terms (tons, meters, pieces, etc.) and in terms of cost.

Economic growth is the basis for solving the majority of social and economic problems. Parameters of economic growth and their dynamics are widely used for the characterization of development of a national economy in economy state regulation. Economic growth has been studied by theoretical economists of all generations. The theory of economic growth has recently become a separate, relatively isolated section of economics.

Nevertheless, clear interpretation and formalization of this phenomenon has not been finished yet. It can be said that economic growth is an increase in GDP per capita. The increase in rates of economic growth leads to the increase in the level of income of budget. Therefore assistance in increasing the rates of economic growth is one of the primary goals of economic policy of any state. People estimate the work of authorities considering the rate of economic growth and the dynamics of the standard of living. But economic growth depends not only on the potential of the national economy, but also on the external economic and foreign policy factors.

Economic growth depends, first of all, on the quantity and quality of natural and human resources, production assets and the efficiency of their use, scientific and technical progress and the society aggregate demand. All the factors are interconnected. On the one hand, dynamic rates of economic growth are possible in case of availability and effective use of production resources and achievements of scientific and technical progress. The shortage of resources restrains economic growth. On the other hand, the country can have the richest natural resources but lack funds for their utilization. The objective factors restraining economic growth in Belarus are limited raw materials as well as fuel and energy base, and poor development of market infrastructure.

The factors of economic growth are [2, p.273]:

- investments;
- quantity and quality of natural resources;
- quantity and quality of manpower;
- labor productivity, education and vocational training;
- fixed capital volume;
- new technologies.

The listed factors facilitate the physical growth of production, but it is also necessary to use or consume the increased gross national product. Therefore growth also depends on the demand and distribution factors. It is important to note a significant feature of investments: at the moment of their realization they increase aggregate demand, but during the subsequent periods they increase aggregate supply, as they raise the volume of production capacities.

Economics

Modeling economic growth represents a difficult process of the justification of methods and models of forecasting, the calculation of major macroeconomic indicators of social and economic development in prospect [3, p.367].

The most important macroeconomic parameters characterizing economic growth include: gross domestic product, the consumption level of households, the consumption level of public institutions, the volume of investments, the volume of export-import of goods and services, and also the volume of product output determined by these figures in the leading industries of economy [4, p.140].

The rates and quality of economic growth depend on its type - extensive or intensive. But the economic history does not know a pure intensive or extensive type of economic growth.

Extensive type is based on involving additional resources into production, preserving the level of technologies and quality of resources. Extensive growth of production is the easiest and historically initial way of expanded reproduction. Its advantage lies in the fact that it is the easiest way to increase the rates of economic development. It helps to accelerate the development of natural resources as well as to reduce or liquidate unemployment rather quickly.

On the other hand, this method of increasing production has certain disadvantages such as technical stagnation, during which the quantitative increase in product output is not accompanied by technical and economic progress. Extensive expansion of production presupposes the availability of manpower and natural resources due to which economy rates can increase. However, reproduction conditions necessarily worsen. Thus, the equipment at the operating enterprises gets older. Owing to the growing exhaustion of natural resources, it is necessary to spend more work and resources of production on raw and fuel extraction. As a result, economic growth becomes increasingly costly.

Intensive type means production on the basis of new technologies, improvement of the quality of resources, production organization and work enhancement, improvement of professional qualification of workers. Intensive type is a more difficult type of economic growth. Its main thing is the improvement of production technology, increase in major factors of production. The main distinctive characteristic of intensive type of economic growth is the increase in efficiency of production factors on the basis of technical progress. In the given type of expanded reproduction there is a new factor of economic growth: the increase in efficiency of all traditional factors. Intensively expanded production is more progressive, as scientific and technical achievements start to play the main role in improving the efficiency of production conditions. Simultaneously, the cultural-technological level of employees increases. The barriers of economic growth generated by limited natural resources are overcome with the intensive increase in production. The prevalence of this or that type is determined by various combinations of factors of production.

Economic growth can be defined as a process characterized by the increase in the amount of created welfare and services according to the volume and structure of developing personal and public demands. It is accompanied by the expansion of resource consumption of all kinds and is expressed in incremental values (goods, income, development and etc.).

Today the model of steady economic development is objectively in high demand in the world. Economic development is a multi-aspect phenomenon reflecting economic growth, first of all, structural changes in economy and the growth of standard of living.

Stability presupposes continuously maintained development of social, economic and ecological spheres in their reasonable interaction, which is capable «to meet current demands and does not threaten the future generations' possibility to satisfy their requirements». The justification of the trajectory of steady economic growth should be based on a complex estimation of all factors. However, it is necessary to consider the changing roles of major of them in the conditions of transition to a new technological way.

New economy (neoeconomy) is the economic infrastructure mainly characterized by prevalence of intangible assets (services and technologies), and decrease in the role of tangible assets (land and buildings, installations, machines and equipment, facilities and accessories, tools and assets in the course of construction and development) [5, p.120].

The new economy is an economy of knowledge, new information technologies that provide leadership and competitiveness. The main feature of «the new economy» is the development of the intellectual capital and its joining to other three major factors of production, which distinguishes this economy from all the previous types in a revolutionary way.

One of the major world tendencies in forming modern society is the transition from raw and industrial economy to the new economy which is based on intellectual resources, high technologies and information technologies. Now the new economy plays a determining role in economic development. In connection with it the search for methods of provision of the new economy development in general and its industries in particular is becoming relevant.

The major difficulty in studying the processes of forming the new economy lies in the fact, that despite the increased interest to the given problem, there are no uniform theoretical and methodological approaches to determination of the contents of new economy, its peculiarities. There are no complex models of development of the new economy in the transforming economic system.

"The new economy" today comprises industries with high specific weight of non-material, human capital, such as information-communicative technologies, education, science and intellectual services (consulting). New economy received enormous benefits, including fast growth of productivity, income, low unemployment and moderate inflation.

As a new order of socioeconomic relations the new economy has the following characteristics:

- dynamics. Fast changes in the market occur constantly (new players, improved technologies, products, etc., force out the old ones), and its rates are only accelerated;
- innovations. New business approaches and management methods, new developments and flexibility become the major attributes of successful businesses;
- mass production develops qualitatively – new economy merges with specialization according to the demand of each separate consumer;
- effective application of information-communicative technologies becomes of vital necessity for competitiveness, both for separate enterprises and the country as a whole.

This article reveals the essence of economic growth. From the above mentioned information we found out that economic growth leads to the increase in level and quality of life because the amount of goods and services grows per citizen of the country on average. There are two ways of economic growth. The first (extensive) way consists in increasing quantity of resources used with invariable efficiency of their use, which does not give high indicators and has a stagnant character. The second (intensive) way presupposes efficiency increase with invariable quantity of resources used, which is considered more optimal as it is provided with factors of economic growth.

Economic growth provides production increase that is used for the solution to internal and international social and economic problems of any state.

Considering the types of economic growth it is necessary to note that extensive economic growth is accompanied by the reduction of unemployment rate, the full employment of the population which allows increasing production growth. But this phenomenon is temporary as the full employment condition cannot be filled annually and the next year growth rate will be same. Hence, the given way of development has a stagnant character; actually, there is no technical progress. However, it is necessary to mention that the extensive way has given birth to a new type of development – intensive. Having created the basis for development of new economic relations, the extensive way has made a great contribution to the development of the national economy of the whole world. Currently it is impossible to find the pure type of economic growth in industrially developed countries. They are combined in a certain ratio depending on the prevailing method of increase in production of goods and services. In the Republic of Belarus the intensive type of economic growth prevails.

Economic growth is determined by the following major factors: natural resources, manpower, capital, technologies. State regulation of economy and measures for its constant growth are necessary for the realization of social policy of any state.

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UDC 336.717.061 (476) = 111

FLEXIBILITY ASSESSMENT OF CREDIT RESOURCES OF CORPORATE LOAN PORTFOLIO OF BELARUSSIAN BANKS

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The article describes basic conditions of development of bank lending sector of the Republic of Belarus. Flexibility of comprehensive corporate loan portfolio is assessed. Measures to increase the flexibility of credit resources are presented.

An effectiveness of banks' credit functions determines the condition of the overall economy. Bank loans contribute to productivity increasing and work quality, expanded reproduction, implementation of investment projects, etc. Therefore, the improving of the level of bank credit resources distribution, the increasing of the flexibility of banks' loan portfolio is a prerequisite for building a strong, stable economic system.

Economics

Taking into account all the topicality of those problems, the authors consider:

- introduce a new "credit resources flexibility" definition – the ability of banking institutions to react quickly on changing market conditions (the possibility to generate quickly sufficient financial resources, as well as use the available resources in more effective ways);
- estimate the flexibility of the corporate loan portfolio of banks of Belarus and bring recommendations to increase it.

Let's start with analyzing of the basic conditions for the development of bank lending market of Belarus.

As we can see, the dynamic of the volumes of credit investments in enterprises of the Belarusian economy during the analyzed period has significantly changed. Prior to the crisis of 2011 the volume of credit injections into the economy had been growing by 33.0% annually. Further, the situation had changed dramatically: to restrain the economic recession the refinancing rate of the National Bank dramatically increased, which was immediately reflected on the volume of lending. In 2012, the amount of credit banks injections into the economy of the Republic of Belarus fell to the level of 2009, exceeding it by only 2.62%.

It should be noted loans were issuing, in the Republic of Belarus in the period from 2009 to 2010, as lending growth had exceeded growth in output (GDP). In the short term, this had led to increase of economic growth, but this effect had not been long. That demonstrates the following statistics: in 2011 the Belarusian ruble was devaluated to 278.33% and the inflation rate was 108.7%, with the predicted 7.5 – 8.5%.

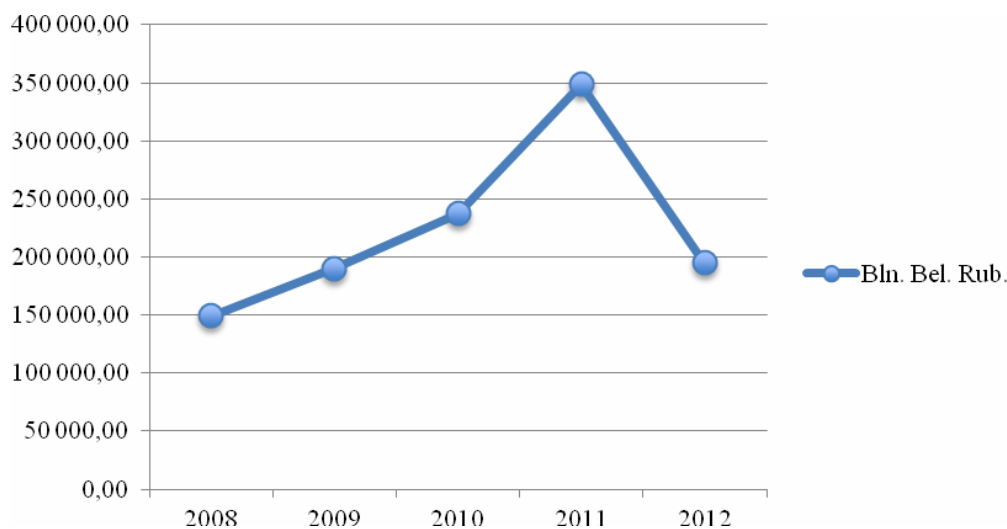


Fig. 1. Dynamics of the volume of credit investments in enterprise sectors of the Republic of Belarus for 2009 – 2012.

Source: own development based on [1]

The structure of credit investments is characterized by the following facts:

- share of long-term loans ranged from 73.0% in 2009 to 75.4% in 2011;
- from 2007 to 2010 it had been permanent reduction in the share of loans issued in foreign currency. Basically, this trend was due to the effect of inflation expectations. However, in 2011 the situation had changed radically: the devaluation of the Belarusian ruble and increase of refinancing rate of the National Bank contributed to increased demand for foreign currency loans by economic entities. As of 01.10.2013 the share of foreign currency loans is 58.7% of the total credit banks' portfolio. The benefit of using credit in foreign currency is simple: the interest rates on these loans 2.9 times are lower than the rates on loans in Belarusian rubles.

• since 2011 there has been a tendency of a small increase in the share of assets subjected to credit risk in the assets of banks of the Republic of Belarus. As of 01.09.2013, the 68.7% of the bank assets was placed in credit. It should be noted that the share of interest income in total income of the Belarusian banks is 32.6%, it means that 68.7% of assets generating just 32.6% of the income of all the banks, which again confirms the topicality of the chosen topic.

The structure of credit resources distribution presented in table 1.

Table 1 – Structure of comprehensive corporate loan portfolio of banks of the Republic of Belarus for 2012

Agriculture	Mining	Manufacturing	Production and distribution of electricity, gas and water	Construction	Trade	Real estate transactions	other
13.8%	1.1%	44.9%	3.1%	4.0%	14.3%	10.8%	8.1%

Source: own development based on [1]

This structure is characterized by a high concentration of credit resources just in a few sectors of the economy. In 2012, the share of enterprises of agriculture (13.8%), manufacturing (44.9%), trade (14.3%), real estate (10.8%) accounted for more than 80% of all credit granted by banks. During the period from 2009 to 2012 the total structure of the corporate loan portfolio of Belarusian banks had not changed so much – the maximum fluctuation were observed within 11.5 percentage points.

GDP volume is determining factor in the volume of credit investments in the economy. To analyze the flexibility of credit resources of comprehensive corporate loan portfolio it is necessary to evaluate how the dynamics of GDP and the dynamics of the volume of granted credit are corresponded to each other. The correlation between these variables is 0.75, suggesting a positive and strong relationship. In 2012, the share of loans in the country's GDP reached the mark of 51.3%. Share of bank loans in Belarus GDP had a stable trend to increase.

Degree of dependence between volume of credit investments and GDP can be analyzed by the elasticity coefficient. Using the data from 2011 and 2012 we can find that the elasticity index is 3.28, means then every 1% of GDP growth leads to increase loans amount by 3.28%. This indicates a direct dependence of the volume of loans from gross domestic product.

Intuitively, the degree of flexibility of credit investments in the areas of economy of the Republic of Belarus on the level of profitability and risk can be estimated using Figure 2.

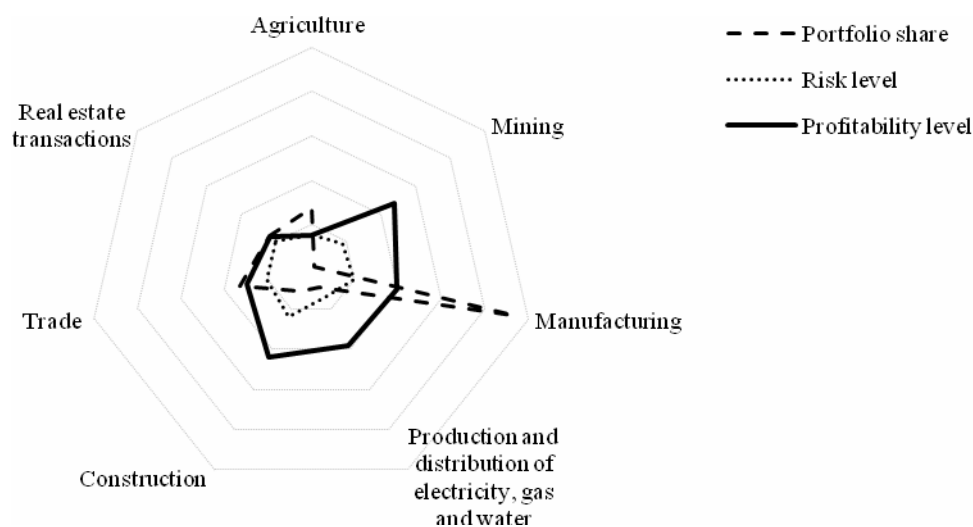


Fig. 2. Evaluation of flexibility of the comprehensive corporate loan portfolio of commercial banks of the Republic of Belarus for 2012

Source: own development

Based on the fig. 2 we can make the unequivocal statement: the structure of the comprehensive corporate loan portfolio of banks of the Republic of Belarus is not flexible. This is evidenced by the absence of reaction on the level of profitability for such areas as mining, manufacturing of electricity, gas and water, and sphere of construction. In these sectors maximum values of interest rates are observed, but they account for slightly more than 10.0% of bank credit resources.

Also, the ratio of risk and return does not match the volume of lending of some industries. For example, the share of lending to sphere of enterprises of electricity, gas 2.8 times less than the share of lending to enterprises engaged in real estate transactions, despite the fact that the lending of last one is 62% less than profitable and 30% more risky.

Economics

This structure of the comprehensive corporate loan portfolio of banks of Belarus is not optimal in terms of its flexibility to the level of risk and return. Proof of this is the statistics on enterprises in the sphere of agriculture: despite minimum profitability level (7.5%), they account 14% of credit resources. However, this fact can be corrected for plurality of concessional lending programs to this sector.

According to the analysis it can be concluded that the structure of the loan portfolio is not optimal: this is evidence of a correlation analysis, as well as calculated criteria of optimality of credit resources structure.

Increasing the credit support to effective enterprises and usage of various economic sanctions, reducing the amount of granted loans to enterprises that do not use borrowed resources effectively can help to improve the flexibility of credit resources of banks.

Management of credit resources flexibility implies an existence of financial tools to influence the borrowers, if they do not comply with the terms of the loan agreement. Possible sanctions should include:

- increase in interest rates in case of overdue loan;
- application of penalties in case of failure to comply with the loan agreement;
- imposition of economic restrictions, directly regulating business activity of the enterprises;
- loans guaranteed by the parent organization, etc.

To reduce the credit risk level it is necessary to exercise lending by money, which secured by goods and services. To do this at the state level it is necessary to create a program of economic development directed to stimulation and increasing the production.

To improve the quality of the loan portfolio it is also necessary to implement following measures:

- formation of the loan portfolio in line with market conditions;
- selection of highly qualified personnel who are able to assess properly the creditworthiness of the borrower and estimate the risks associated with lending;
- development of a system of credit analysis process for continuous monitoring for credit assets status.

Active use of the Credit Bureau database that includes information about all the loans. According to international research results, the active use of information from the credit bureau is able to reduce the number of problem assets in the assets subject to credit risk, by 12.8% [3].

An important activity for banks in the near future is to increase credit support for effective enterprises and use various economic sanctions, reducing the amount of loans issued to entities that do not use borrowed resources rationally. Implementation of programs of reduction the numbers of credits that are associated with a greater risk will reduce the level of credit risk in general, have a positive impact on the quality of the comprehensive corporate loan portfolio of banks of the Republic of Belarus.

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MARKETING: WHAT IT REALLY IS AND HOW TO DO IT

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Real marketing, the kind that is successful, is “fighting in the trenches.” It means the following things (many of them are bad): meeting people who are not particularly nice to you (some of whom you don’t really like) face to face, writing reports, developing contacts, and working in a hospitality suit for 10 hours while you have sore feet and are surrounded by people who are tipsy, loose-tongued, and tight enough to think they are funny. It is very hard work and quite unlike a business where the customer comes to you.

In addition, there is the integration of advertising and public relations with sales and business plans, sales goals (boggies), and the pressure to keep expenses down while productivity stays up and inventory stays down.

There is probably no other single discipline in an emerging business that is more misunderstood than marketing. In addition, an emerging company has to add to its list of problems that many people don't know the firm, its employees, and its products, plus the company might not have a good track record [1].

Still, there are ways to overcome these disadvantages. One way is to turn marketing into a total system of synergistic business activity designed to plan, price, promote, and distribute products and services to active and potential customers. As such, the emerging company should initiate marketing programs that encompass:

- Market definition
- Product planning
- Market research
- Research and development, plus manufacturing and technical service
- Competitive analysis
- Distribution
- Advertising
- Public relations
- Sales promotion
- Sales

To effectively carry the market plan to fruition, a manager must utilize all of these company activities.

The two cardinal rules for growth companies are:

1. Carve out a niche in the market (and then expand on it).
2. Create a product mix that includes a mixture of products with long- and short-term payouts [2].

Customers' needs and wants change, however, and emerging companies should keep abreast of these changes by employing good market research.

There are various types of marketing research that vary in price and value. Generally, if you are dealing with a reputable, small market research company with esoteric interests, you will get what you pay for. A product-market analysis, for example, might run about \$14,000, depending on the information required and amount of field work. Obviously, a market research going into plants and offices to gather data would be no less expensive than your own people making sales calls. That is one reason why sales reports and relationship management are vital tools in market research.

Every company should develop an understanding of the strengths and weaknesses of the competition – especially the industry leaders.

In addition, the emerging company should perform a self-analysis.

An emerging company should study the nature of the relationship between the number and size distribution of competitors in a market (market structure).

Trade shows can be the source of a great deal of marketing information. This is an opportunity to learn a great deal about your competition, and at the same time, to meet a number of your customers who might be very geographically dispersed. If you are active in your trade associations, the show is an opportunity to meet with associates who may not be either customers or competitors, but who can provide significant information on what is going on within your industry.

The key word in selling is "benefit." There must be some benefit, some reason presented to the buyer, that would induce him or her to purchase. We often think immediately of satisfying the purchaser's need through price, logistical improvements, products advantage, etc.

Don't forget that the person doing the purchasing has needs that might be divergent from those of company's. Sometimes satisfying his or her individual needs or wants can be sale productive. It cannot be overemphasized that in the purchasing agent's mind, the purchasing agent is an important person and has needs and goals too.

The changes that take place often come quickly (as in electronics). Your product or service is probably unique and this fact offers some advantages. However, "The man with something unusual to offer will always play second fiddle to the man who has nothing to offer but the art of offering it!" [3].

To do business on an international scale is many more times complicated. The amount of management time and effort necessary to do business internationally is exponentially greater than the results achieved.

Regardless of what business you are in, there is a possibility that you can be affected positively or negatively by foreign trade. To ignore this fact is to stick your head in the sand.

Obviously there is potential for offshore sales where a company's product has some distinct advantage over anything available in the foreign market. There is an opportunity in many cases for significantly higher profit than what might be available in the domestic market.

Another advantage to foreign trade is the potential of obtaining raw materials or components at a lower cost than available domestically, thus improving the company's competitive position.

You must understand that your product must really be unique to be sold in many countries.

Economics

In addition, if your product requires after-sales support, you aren't going to succeed with one person, part-time or full-time, spending his or her time on international sales. You will require at least a small department. Someone must be at home to answer telexes, letters, and inquiries while the senior international marketing manager is traveling. For the company with limited resources and the potential for international sales, a starting point is to encourage as many of your middle and top management people as possible to make international sales trips. Try your best to make these sales trips enjoyable. Stay in good hotels, eat well, and pick up some of the cost of their recreation on weekends. If the employee's wife or husband enjoys travel, encourage the employee to take the spouse with her or him. A spouse could be a real asset in foreign business entertainment and in developing relationships. Let the individual pick up her (or his) air fare, and the company can handle the taxi and hotel costs. These costs are insignificant for two people over one.

In summary, whether you are marketing your product domestically or internationally, you must first determine what your method or methods of distribution will be. This question can best be answered by defining what your business is and what your market is. Don't forget to consider what after-sales support is required. Many sales are lost due to lack of follow-up – especially with potential customers – and lack of service. A company can ruin its reputation by "selling and forgetting". A company's reputation is also open to damage by its using the wrong dealer or distributor [4].

Don't make long-term commitments initially. Allow yourself the opportunity to make a change if you made a mistake.

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THE STRATEGY OF FINANCIAL FLOWS FORMATION IN A LOGISTICS SYSTEM

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The term logistics has long been used to control and optimize all flows, including information and finance. The article discusses the new direction of logistics - logistics of financial flows and outsourcing as a management tool of financial flows in logistics systems, showing the existing in the world practice methodologies for assessing the economic efficiency of handing over the business functions to other organizations and examining their applicability to Belarusian industrial enterprises.

The term "outsourcing" is derived from the English word combination "outside resource" meaning «the use of external resources." In the international business practice, this term defines a sequence of organizational decisions, the essence of which is to hand over some functions or activities, which was used by the organization to implement itself, to foreign organizations or, as they say, to the "third party" [1 p.257].

In the West, outsourcing is understood as the process of handing internal divisions or units of the company and all related assets over to the organization of the service provider, offering to provide a certain service for a specified time at a set price [2 p.83].

In other words, outsourcing means handing over to a third-party various elements of activities previously carried out within the company [3 p.11].

An important motive to use outsourcing of certain functions is the possibility to reduce the overall costs by converting fixed costs into variable ones. While in its own production constant technical and labor base must be maintained regardless of its load, receiving services forms only variable costs depending on the degree of capacity utilization [2 p.86].

In some cases functions and business processes handing over is accompanied by the movement of the company's assets. Outsourcing can be considered as part of selecting in a separate proceeding, the creation of a subsidiary company, the sale of the assets to an external organization, followed by the acquisition of its services corresponding to implementation of the functions or business processes being handed over. Thus, as a third party, i.e. the outsourcer in the implementation of the outsourcing project can act an independent partner as well as organization associated with the customer strong by economic and legal relations [4 p.64].

In terms of financial logistics outsourcing is able to bring significant advantages:

- reduction in investment in non-core funds;
- focusing on core activities [3 p.12]. This is especially important for retailers, constantly developing in different regions of the country and the world, as they are able to carry out work without attracting additional staff [5, p.40],
- reducing costs to create and maintain jobs,
- use of highly qualified professionals with extensive experience work, hiring which would be too expensive or not rational,
- improving profitability, as outsourcing reduces the cost of servicing business processes [3,p.13],
- the ability to reduce capital investments. For example, if you use technical facilities (fleet) of a logistics outsourcing provider, released are investments for basic activities;
- increased is the value of the company [5 p.41].

There are other arguments in favor of outsourcing as a tool for financial logistics:

- the price of services tends to be lower – by offering standard solutions;
- predictability of costs: in most cases, the payment for provider's service is clearly fixed;
- specialized service company unlike business units which do not undergo direct competition, is more motivated to improve staff efficiency, to use more productive work methods and advanced technologies to maintain and ensure the most optimal price and quality combination of the services provided,
- the service provider has a direct financial responsibility for the quality of work performed in the amount set by the agreement [2 p.85].

Thus, from the position of financial logistics, a major factor of the outsourcing attractiveness is that the external service provider is able to provide cost savings, as well as a higher level of services through specialization, cheaper labor or economies of scale. However, outsourcing is much more than another way to reduce costs and improve production efficiency. Using the services of professionals firms, companies can direct their own resources in the most profitable areas of activity [3 p.13, 14], thus increasing the efficiency of the entire system of the enterprise as a whole.

The process of handing over certain functions or business processes is a complex strategic decision requiring careful preparation and study, and can be divided into several stages: preparation and developing an outsourcing-project, signing an agreement (contract) on outsourcing and execution of the contract, i.e. specific activities of the partners for the implementation of the outsourcing-project. The final stage of the process is a must of modern management: assessment of the business system efficiency and quality management.

In the world practice two methods for outsourcing feasibility study are used: evaluation and costs comparison and value-added analysis [4 p.125]. Let's consider each of these methods.

Evaluation and cost comparison.

Prior outsourcing – project study involves assessing the costs of implementing activities without assistance in comparison with the costs of buying services (quantitative assessment of the “make or buy?” problem solution). In practice to assess their own costs they more often use the method process cost estimating, since this method allows implement accurate costs calculation to each individual process.

Alternative costs (i.e. unused capacity costs) must therefore be construed, which include costs and production means related to original production and released using outsourcing. These funds can be directed to the development of other core activities. It is also necessary to find out whether there will arise additional costs after handing over functions or business processes to the outsourcer.

Next, the comparison of the costs is to be performed. If the ratio

$$\text{Costs of production/coasts of buying services} > 1$$

in this case buying services should be more preferable.

If the ratio

$$\text{Costs of production/costs of buying services} < 1$$

then realization of business processes by one's own should be more preferable and the functions will not bring the benefits of cost reduction.

It should be emphasized that such cost comparison is prior as information of actual coasts of manufacturing and buying services will be obtained during the commercial offers analysis only [4 p.125-128].

Value-added analysis as a method of outsourcing project cost-effectiveness studies is the kind of analysis that allows exclude from business process the stages, which can cause rise in price services for the client, but are not crucial for final result. The same method allows prove in some cases the selections of the best service provider (outsourcer). In the outsourcing project, added value is a margin between gross income received and the amount of coasts on buying services services.

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Added value is productivity quantification and its increase in realizing an outsourcing-project indicates real quantitative benefits associated with business cooperation.

Ultimate goals of the value added analysis during developing outsourcing project are the optimization of the business process, minimizing the time and cost, to determine the degree of authority and responsibility of each party. [4 p.130]. However, this method is quite complex and therefore can be used as an additional validation for the results obtained by the method of costs comparison. [4 p.126].

All these methods give the only quantitative assessment of the project of handing over business functions to outside organization. That is very important because as having a direct relation to the management of the financial flows of organization. However, none of them can reflect the influence of qualitative criteria. The main group of non-price factors form the criteria such as: the company's image, the quality of performance of specific functions and the ability to control the process of their implementation, training and the opportunity to attract high-class specialists, introduction of new technologies, the development of which is not available on their own for the organization due to high costs and time consumption. The degree of functions correlation within the enterprise should be considered as well- the higher it is, the more carefully it is necessary to examine the impact of outsourcing on neighboring production area, as it can be both positive and negative.

The statistics data show that every year more and more companies worldwide give a significant part of their work on outsourcing. According to statistics from the Institute of outsourcing of American Management Association in 1997, there have been already 20% out of 600 companies surveyed used to outsource part of the financial and 80% – part of the administrative process. According to experts Best Experts Groups, since 2002 British Petroleum has spent on business process outsourcing and accounting \$ 10.5 billion – that is the biggest deal in the world of outsourcing.

But the number of companies that are unhappy with the results of outsourcing is growing. In 2005, Deloitte Consulting conducted a study on "Change outsourcing model" in which surveyed 25 companies with a total volume of outsourced work in the \$ 50 billion, of which:

- 70% rated their experience as negative
- 44% did not receive the expected result
- 80% indicated that the most common problem is hidden costs due to lack of access to information
- 62% required to increase the managerial staff after they came to outsourcing
- 57% were not able to release internal resources. [6]

These data further emphasize the importance of quality indicators, as well as indicate that they are neglected during the decision making process.

For convenience it is possible to distinguish five groups of logistics services that are in demand in the market and can be considered as objects for the issue of outsource:

- forwarding services,
- customs clearance services,
- warehousing services,
- coordination of the procurement process, packing / repacking of goods, warehousing, etc.,
- integrated services (integrated outsourcing) [5 c.44].

Nowadays for large organizations of the Republic of Belarus the most pressing issue is handing over the functions of freight transportation. As every enterprise incorporates transport department, handing over the business function involves the allocation of the transportation department in a subsidiary that on a commercial basis will have to provide services of the goods transportation.

However, in the present conditions in the Republic of Belarus, none of the above techniques can be fully used to decide on handing over the business functions of transportation to the subsidiary.

Taking the decision to transfer the business process outsourcing, the company should first prove its economic efficiency by comparing quantitative and qualitative indicators. In modern conditions, priority is given to quantitative evaluation method for the analysis and comparison of costs. For this it is necessary to summarize all costs, variables and fixed, which are related to the implementation of traffic and content of its own fleet and match them with the costs that will be borne by the organization, if all of these features give the outsourcer (subsidiary) - the transport organization.

However, at this stage there are some difficulties. Payments for services provided by carriers, are carried out by means of transport tariffs. As an economic category, they are a form of price for transport products [7 p.117]. This means that the company will have to buy transport services at the prices that have been established in the transport market. In modern Belarusian economy transport market has developed only for freight and passengers, therefore, that is the only category of transport services for which prices are established on the basis of the conditions of the market. But since these are not the only transport services used by industrial enterprises, the question of the formation of prices comes into existence. These services include the use of cars

(service and special), scooters, trucks, tractors and heavy equipment. Markets providing such services today in Belarus are not formed, so the price of each of the types of services will have to consist of the cost of services, and the expected profit per cent, tax and non-tax payments included in the price of services. This means that the economic justification for the necessity and effectiveness of outsourcing transport services using the method of evaluation and comparison of costs is difficult and inefficient because it requires a preliminary calculation of the tariffs on those kinds of transport services, market rates are not formed due to the lack of such services market. It makes us look for another technique, the use of which in the modern Belarusian economy would fully enable economic justification of all types of transport services handing over to a subsidiary.

Having considered these costs and analyzed changes in the transfer functions to outsource transportation, it can be noted that the sum of costs for all items of expenditure does not change, except for two – salaries and administrative expenses. Thus, an industrial enterprise, in deciding on the allocation of its vehicle plant in the subsidiary and purchasing it appropriate services in order to reduce their costs gets its own fixed costs decrease only in the total payroll. Consequently, the economic evaluation of outsourcing transport services to the subsidiary involves sequential passage of two stages: the first stage provides information about the market rates for transportation services and rates are formed on the ones for which there are no markets, on the second stage of a direct estimate economic efficiency of the project in the context of comparisons of the decline in the wage fund and increased costs for the acquisition of services from the subsidiary. With this approach to cost-benefit analysis we may suggest that the result of their comparison is as such that the transfer of functions transportation subsidiary would be inappropriate solely on economic indicators.

It should be noted that such outsourcing projects for the Republic of Belarus are a new direction and information about the success or negative experiences with their implementation is not available.

Overall outsourcing as a tool for financial logistics is an effective mechanism to provide numerous competitive advantages required for sustainable development of the organization in rapidly changing economic conditions.

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FEATURES OF CONSTRUCTION OF BUSINESS-PROCESSES IN THE NATIONAL HOCKEY LEAGUE

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The article is devoted to the economy of the NHL. The article describes the questions of regulation of business, salaries of players, collective agreements and profit of all clubs in the National Hockey League.

The history of professional hockey in North America has about 85 years. The first professional hockey teams appeared in the USA in the 1902/03 season. Current National Hockey League (NHL) of Canada and the USA was established in 1917.

The owners of the NHL teams own also teams of lower professional leagues. In addition, the NHL has two headquarters; one of them is situated in New York, headed by the President D. Ziegler and another in Montreal, headed by Vice-President B. O'Neil. Their maintenance is carried out at the expense of general revenues of the League formed from contributions of teams and other revenues [4].

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Almost a hundred years of history of the National Hockey League (NHL) accumulated great experience in organization of business processes at different stages of its development. Rules of the game as well as number of clubs in the League changed, but the main principle of the National Hockey League was always unshakable: all NHL clubs are shareholders of a private business Corporation that provides the market with its product under the name of «professional hockey». Hockey players all over the world offer their services to 30 NHL clubs. These clubs operate together and such way as if they were one buyer. Rules of engagement usually involve authorization to a specific sportsman to negotiate and sign a contract only with one particular company (team) in the League. Each contract must be registered in the NHL. In other words, the NHL is the employer of a hockey player, and place of his work is hockey club. Employers buy sportsmen at labour markets in the literal sense, and they don't get only their services, but also largely limit the rights of sportsmen – right to freedom of movement, choice of daily routine, food ration, drinks ration and so on. Professional sportsman gets the whole number of instructions and limitations when signing the contract. Disputable situations as a rule are regulated in accordance with current legislation in the court [1].

Such business structure allowed the National Hockey League to compete with other professional leagues of North America and to achieve certain successes. Not all clubs in the National Hockey League are equally successful and this is the indisputable fact. However, instead of bankruptcy procedures and leading of external management usual for our country, systems of stimulation and support of lagging partners of hockey business who are irreconcilable competitors on ice floe start working. There is no secret that every club fights for its audience, for its fans, for its business. Mechanisms, approved by the League to improve overall quality of product and unpredictability of result, equate professional level of teams:

- wage-ceiling;
- draft of beginners;
- change of players;
- status of unfree agent [1].

Each of these regulators performs its own function. One of them doesn't give possibility to rich men to be different from poor ones taking in consideration financial capacity. The second allows to today's outsiders not to feel competition from today's giants, as well as to strength by the best young hockey players of the world [2]. The third and the fourth provide honest insurance – it's almost unreal to lose hockey players without adequate compensation. All together they create a situation when highly qualified General Manager having these resources can build quite strong team.

All features of construction of business in the NHL are represented in Collective agreement of employers and workers. Current Collective agreement was signed by Association of NHL players (NHLPA) and employers (NHL) after lockout (2004/05), under enslaving conditions for hockey players as it was estimated by specialists. Wage-ceiling and wage-floor were introduced; current contracts of players were reviewed, that decreased fees on 24%, rule «escrow» appeared, when a part of hockey players salaries goes to rescue fund on deposit and returns at the end of the season, if the NHL receives sufficient income. Leadership of the League in the most daring expectations could not imagine that income of the League can grow rapidly in the midst of the global economic crisis that is why the management of the NHL promised generous benefits. When the income of the League amounts to 2,2 billion dollars only 55% were supposed to players, with the income of 2,4 billion dollars – 56%, with the income of 2,7 billion – 57% [1].

The main sources of financing of professional hockey teams are: sale of tickets for games and rights to broadcast the games by television broadcaster, income from concessions Palaces of sport and parking of spectators' vehicles during hockey matches, selling of players, income from central funds of the League and other income (interest of capital, operating revenue from sale of licenses, various souvenirs, pennants, icons, programs of competitions and advertising in them etc.).

According to economists' calculations there is a close link between number of inhabitants in city and attendance of competitions. In a city with a population of 900 thousand people the average attendance can amount to 8,4 thousand fans per game. And then each additional 1 million inhabitants add about 2 thousand spectators.

Accommodation of teams within the country is prerogative of the NHL and the League strictly adheres to this rule. For about one year there was a discussion of the question about moving of team «Colorado Rockies» in New Jersey, located not far from New York. New owner of the team had to pay additional sum to New York teams «Rangers» and «Islanders» as well as «Philadelphia Flyers» for cession of territory. According to analysts' opinion there are only a few cities in the USA that can afford to own professional hockey teams. These are Baltimore, Cincinnati, San Francisco, Indianapolis, Dallas, and Kansas City, and in Canada – Hamilton, Ontario and Sasktown [4].

The main source of income in teams of the NHL continues to be selling of tickets for games. Income from ticket sales is not distributed between the host and the newcomer teams. All revenue remains at hosting team.

As of data of the early 80s, the share of ticket revenues in budget teams of the NHL was about 80%. In 1983/84 season, the total revenue of all NHL teams from ticket sales was approximately 140 million dollars.

The basis of ticket business is the sale of season tickets. Only about 15-20% of tickets go on sale before the start of a match. It is interesting to note that over 75% of tickets for games are bought by different firms and corporations under the article "business meetings" – for their guests and clients at the expense of general budget of the companies.

The NHL has a relatively small income from the sale of rights for TV broadcasting of games of their teams (up to 20-25%). In Canada hockey is the national sport that replaces for Canadians many forms of entertainment including cinema and theatre, that's why Canadian teams have a bit higher revenues from television. In America hockey is still the regional sport.

It is quite difficult to calculate what amount of money get today NHL teams from television, because both the NHL and the owners of the teams don't like to advertise their income. According to estimated calculations this income amounts to about 1,5 – 2 million dollars a year per one team or 15 – 20% of total sum of income.

It's quite easy to calculate income from vehicles parking during the competition. Knowing the number of spectators and payment for parking of one car (2-4 dollars per match), it's easy to calculate it.

Quite important role plays income from the sale of players in some years. For example, budget of "Boston Bruins" in 1970 income from the sale of players amounted to 1 million dollars.

Of special note is the income of those teams whose owners have their own palaces of sports and training ice rinks. Such teams in the NHL are about 40%. Naturally the owners of these teams have additional profit, as they do not have to pay for rent of palaces during the calendar games and rolling during training sessions of teams [4].

Expenses of hockey teams include first of all salary of professional hockey players, coaching staff, administrative and service staff, payment of administrative and travel expenses, food and accommodation of players during away games (at least 40 games), acquisition of equipment, inventory and uniforms, rental of sports facilities, contribution to pension and medical funds, payment of insurance of hockey players, advertising, expenses on development of sports program (subsidy to maintenance of team in the lower professional League, shooting of training and other films, manufacture of pennants, souvenirs and so on), payment of Federal and local taxes of total income sum.

Wage costs are predominant in the NHL. According to data of owners of teams, they amount to 60% of total expenses sum of maintenance of team.

Differential approach to payment of professional sportsmen is the immutable law of sports business. Size of salary depends first of all on skill of the player, his experience and length of service, his position in game, influence of agent who runs his financial affairs and of course on financial state of the team. The highest average size of salary is for goalkeepers, then for central forwards.

Here is the time to make a reservation that data published in the press concerning earnings of professional sportsmen are as a rule overstated. Only club knows actual sum, as well as sportsman, his manager agent and tax administration of the city. Amount of tax collected from the salary ranges from 20 to 60% (depending on its size). In addition, after conclusion of contract hockey player who enjoyed services of agent shall pay him 10-15% of the sum of concluded contract. So real wages of professional hockey players is considerably lower than abovementioned numbers.

Amount of salary of the player does not necessarily mean that he has the best conditions, in comparison with another hockey player who gets 10 thousand dollars per year less than him. Real earnings of professional hockey players in many ways depend on other conditions of contract. For example, in contracts of some players there are such privileges as delivery of loan, payment of education of their children in College, bonus money for increase of attendance of hockey matches of this team etc.

The NHL is one of the first in professional sport that took a decision of signing the contracts with hockey players starting from the age of 18. This led to the fact that many young hockey players after having signed the contract leave their studies at school.

As noted by Canadian hockey specialists D. Tom and D. Ward, only 17% of NHL hockey players of late 70s graduated from secondary school and 10% had higher education. According to the statement of the Executive Director of Association of players of the NHL A. Eaglson, it's profitably for the owners of the team to conclude contracts with less educated and not ready for independent life hockey players, because they are more pliable, it's easier to negotiate with them and it's possible to pay them less. Appearance in the NHL of many Western European hockey players is also connected with the fact that their average earnings are lower than the salary of «Stars» of Canadian and American hockey [4].

In addition to the salary got under the contract, team players who entered the number of 16 and who put through Stanley Cup, get additional salary in the form of bonuses of the NHL. This reward system starts acting from the 1/8 of the Cup series.

Among other professional sports the NHL teams have the best payment terms of injured players. They get during this period the average salary under the contract.

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The NHL hockey players achieved that their owners established pension fund and its source of financing are ice hockey clubs (they make about 75% of contributions) and Association of players of the NHL (the so-called Union of hockey players, which is chaired by the President from among the players). The Association contributes annually to the Fund 750 thousand dollars from income of contribution of hockey players of Association (each member of trade union pays 900 dollars per year) and from international meetings held by teams of the NHL with hockey players from other countries.

The retirement age in the NHL is fixed within 45 years. For calculation of pension player should play for a team at least three seasons, and in each season he has to play for a team at least 70 games out of 80. If a hockey player didn't play for three seasons 210 games, he has to play one more additional season to his pension be added. A pension is added in amount of 1 thousand dollars a year for each sports season, i.e. minimum pension amount is of 3 thousand dollars a year. Maximum pension is not fixed. For example, hockey player played for the club for 12 seasons. He will get pension in the amount of 12 thousand dollars a year after reaching the age of 45. [4].

During the last eight years neither changes of Presidents of the USA, nor could competitors in sports markets in North America, nor economic crisis not affect growth of the economy of the NHL. Every NHL hockey player knew that «escrow» could not return to the Bank account, if you the whole League had no necessary income. You can forget about bonuses in this case. Therefore there were enough motivation mechanisms. The first wage-ceiling for each club that provoked so many debates and discussions, finally was fixed in 2005 at the level of 39 million dollars for season. This decision became a starting point for the whole economic picture of the League. We propose to have a look at the dynamics of the economy of the NHL through the prism of wage-ceiling of players over these years (Fig. 1) [1].

Each club of the League when off-season could exceed the upper limit of 10 percent. That is if the wage-ceiling next season amounts to 70, 3 million dollars, prior to start of the season payroll of clubs can reach 77, 3 million dollars. Association of the players of the NHL reached a preliminary agreement with the League concerning the size of wage-ceiling for 2012/13 season, despite of the absence of Collective agreement after September, 15. It could be a good sign at the beginning of negotiations of new agreement. However events began to progress not according to the scenario. New requirements of the NHL under Collective agreement already caused a storm of indignation from the part of hockey players and their agents. And there is no question of former understanding. Requirements of the NHL:

- not 57% of all revenues in the NHL, but only 46% should be added to the salaries hockey players;
- player becomes an unlimited free agent after 10 seasons in the NHL;
- player can sign a contract for five years maximum;
- contract of beginner is signed for a period of five years [1].

As for contracts of players, employers themselves set initiative in these processes. Exactly leaders of clubs increased the market prices hoping to get in the team one or another hockey star. Now employers offer to limit their own maximum term of "dreamy" contracts for five years [3].

Proposals of determining of the status of unrestricted free agent also seem to be controversial, and such agent can choose himself the club for his further career. According to new requirements of the heads of the clubs only after ten years of impeccable service the NHL player can become unrestrictedly free. Earlier such status could be obtained at the age of 27. Beginners are offered to «be frozen» in this unusual state of «beginner» neither more nor less for the whole five years [1].

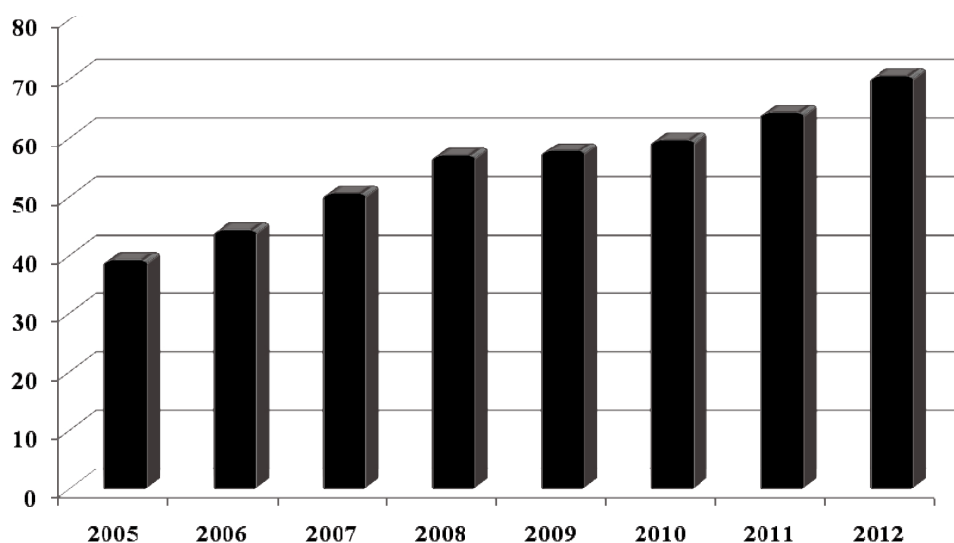


Fig. 1. Wage-ceiling of salaries of the NHL, million dollars

Data show that professional hockey players in the USA as well as baseball players, basketball players and football players are among the most highly paid «employees» in the country. Moreover, as it is noted by the USA economists and journalists, their salary is not comparable with expenses of their labour.

Presence of large number of staff in the hockey teams of the NHL also captures the attention. In some teams annual administrative costs amount to 750 thousand dollars and even more. Some teams include in their staff even television commentators. Referees control the matches are in the service of the NHL.

For the last five years transportation costs especially in teams that have to use air communication have increased. In such teams these expenses amount to more than 500 thousand dollars a year.

Negotiations of parties of the Collective agreement of sports Business Corporation are open in informational for hockey players, managers, fans, experts and mass media. Only in this mode involvement of all categories of subjects to the formation of the basic provisions of the Collective agreement is showed.

The Sports League created in form of Business Corporation can achieve high economic performance; have a great social and economical importance for life of society and do without State financing and State-owned companies. Collective agreement of workers and employers of sports Business Corporation is a guarantor of fulfillment of all agreements and obligations for both parties.

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UDC: 658.81 = 111

DEFINITIONS OF THE TERMS "COMMERCIAL LOGISTICS" AND "TRADE LOGISTICS"

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The article is based on the study of the special economic literature dealing with the identity concepts of “commercial logistics” and “trade logistics”, and gives the author's definition of the categories considered. The proposed definition most closely meets the objectives of commercial logistics and involves comprehensive review of process management of trade organizations in terms of not only the promotion of products to the final consumer, but also the optimal use of financial resources and information, as well as ensuring the appropriate level of service reducing logistics costs and improving profits.

The feature of modern commercial logistics is focused on efficient management in terms of variability, consumer tastes, increasing their demands for quality products [25, p. 4]. To study the concept of commercial logistics, we should determine the economic substance of the concept of “commercial logistics”.

In the study of the literature, it has been found out that along with the concept of “commercial logistics”, the authors use the term “trade logistics”, with most of the authors (B. K. Plotkin, V. Y. Garfinkel, B. A. Anikin, A. U. Albekov, O. A. Novikov, M. N. Grigoriev, I. D. Afanassenko, I. A. Elovoy, etc.) identifying the above concepts. In this regard, the research has been conducted in the area of existing economic literature definition of “commercial logistics” and “trade logistics” to determine their (non-) identity.

It has been found out that the authors of the special economic literature define commercial logistics as:

- an independent scientific discipline that studies the minimization of transport costs (Garfinkel V. Y., Shvandar V. A.);
- implementation of efficient cargo flows of commercial enterprise (Albekov A.U., Mitko O.A., Plotkin B. K., Afanassenko I. D., Buneeva R. I., Rogolskaya E., Doudar A. P., Buzova I. A., Makhovikov G. A., V.V. Terekhova, etc.);
- logistics section devoted to the design, creation and optimization of meso- and concentration-macrologistical distribution systems (Anikin B. A., Tyapukhin A. B.);

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- commercial activities relating to procurement of raw materials and marketing of finished products (Novikov O. A., S. A. Uvarov, etc.);
- section of commerce associated with the organization of implementation of the reached agreements between economic entities (Elovoy I. A.);
- synthesis of procurement and distribution logistics within the firm as a single economic production complex (Savvidi I.I.).

All of the above approaches to the interpretation of the concept of “commercial logistics” are presented in table 1.

Table 1 – Approaches to the interpretation of the economic essence of the concept of “commercial logistics”

Source	an independent scientific discipline that studies the minimization of transport costs	implementation of efficient cargo flows of commercial enterprise	logistics section devoted to the design, creation and optimization of meso- and concentration- macrologistical	distribution systems commercial activities relating to procurement of raw materials and marketing of finished products	section of commerce associated with the organization of implementation of the reached agreements between economic entities	synthesis of procurement and distribution logistics within the firm as a single economic production complex
Garfinkel V.Y., Shvandar V.A. [1]	+					
Albekov A.U., Mitko O.A. [2]		+				
Anikin B.A., Tyapukhin A.B. [3]			+			
Plotkin B.K. [4]		+				
Novikov O.A., S.A. Uvarov [5]				+		
Afanassenko I.D. [7]		+				
Elovoy I.A. [8]					+	
Buneeva R.I. [9]		+				
http://obekonomike.ru/ [11]		+				
http://www.transportal.by/ [12]		+				
Buzova I.A., Makhovikov G.A., V.V. Terekhova [13]		+				
http://miit-ief.ru/ [14]		+				
http://academout.ru/ [15]						+
Savvidi I.I. [16]						+
http://economedu.ru/ [17]					+	
http://learnlogistic.ru/ [18]				+		
http://scbist.com/ [19]		+				
Doudar A.P. [20]		+				
Total:	1	10	1	2	2	2

Note: own study based on the study of economic literature.

Four approaches to the interpretation of the economic substance of the concept of “trade logistics” have been revealed:

- coordination of the projected requirements, procurement, physical movement and storage (electronic resources: <http://www.businessdictionary.com> [6] and <http://www.logisticsworld.com> [10]);
- management system of all internal and external economic flows that are integrated into the overall business (Savvidi I.I. [16]);
- a single system that combines all the links of the logistics chain, procurement and distribution (electronic resources: <http://www.malb.ru> [21], <http://arivist.ru> [22] and <http://www.ekwinn.ru/> [23]);
- key to economic competitiveness, growth and poverty reduction (Otaviano Canuto [24]).

Thus, the majority of authors (Albekov A.U., Mitko O.A., Plotkin B.K., Afanassenko I.D., Buneeva R.I., Rogolskaya E., Doudar A.P., Buzova I.A., Makhovikov G.A., V.V. Terekhova, etc.) defines the concept of “commercial logistics” as the organization efficiency of cargo flows of commercial enterprise. As for the concept of “trade logistics”, the largest group of authors treats it as a single system that integrates all parts of the supply chain, procurement and distribution in commerce. However, the disadvantage of such a definition in our view is the need to clarify the notion of the supply chain, as well as its specific links directly related to the sphere of circulation.

The study can be concluded about the identity of the concepts of “commercial logistics” and “trade logistics”, as almost all of the authors have considered these concepts in relation to the trading area, putting their main purpose business process management accompanying the movement of material flow from the manufacturer to the end buyer for their optimization.

Thus, we can give the following definition of “commercial logistics (trade logistics)” as a sphere of scientific and practical activities: logistics section, is to organize effective management of trademarks and related financial, information and service flows in the sphere of commodity circulation. The proposed definition most closely meets the objectives of commercial logistics and involves comprehensive review of process management of trade organizations in terms of not only the promotion of products to the final consumer, but also the optimal use of financial resources and information, as well as ensuring the appropriate level of service to reduce logistics costs and improve the size of the profits.

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**THE ORDERING OF APPROACHES TO THE CHOICE OF STRATEGIES
OF THE ORGANIZATIONAL KNOWLEDGE MANAGEMENT
AND THE FACTORS DEFINING THEIR FORMATION**

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Ordering of the basic approaches to a choice of strategies of management by organizational knowledge and the factors defining their formation are being seen in this article The example of practical use developed on the basis of the strategy for the systematization of organizational knowledge management of Open Society "Polotsk dairy plan" is given here.

Knowledge management is capable to improve efficiency of organizational reaction on changes, both in external, and in the internal environment, urged to give to the organizations an impulse for the further development, including the innovative. But that organizational knowledge has become a competitive advantage organizations need a comprehensive approach to managing them, which involves managing organizational knowledge-based on competitive strategies. Strategy of management by knowledge are directed on creating the new cost realized in products, people and processes by means of rational formation and use of knowledge in the organizations. A main objective of strategy of knowledge management – increase of efficiency of use of all available resources of the organization, reception of the best and faster innovations, servicing improvement, decrease in losses from unused intellectual actives. However the variety of approaches to formation of strategy of management by knowledge management complicates their choice in the modern organizations Therefore, the actual is the systematization of the existing approaches to the choice of organizational knowledge management strategies, as well as the factors that determine their formation. Using this taxonomy allows reasonably choose the organizational knowledge management strategy within a specific organization, depending on the level of available resources and taking into account situational factors.

There are different approaches to the formation of organizational knowledge management strategy.

One of approaches allocates strategies which are built according to that is the key factor in management of organizational knowledge (an information component or the personnel) [1, c. 106]:

- Codification strategy (information, technological);
- Personification strategy (personified, intuitionistic).

Codification strategy aimed at bringing knowledge in documentary or formal look and is that local knowledge and implicit hushed make understandable and accessible to a widespread in the organization. Personalization strategy based on the identification, preservation and effective use of knowledge workers.

Another approach to the formation of organizational knowledge management strategies considering Z. N. Varlamov [2], which considers that the strategic alternatives of management of organizational knowledge can be determined based on a combination of the following two dimensions:

- Priority process by managements by knowledge in the organization (creation or an exchange of knowledge);
- A site of a priority source of knowledge (inside or out of the organization).

Depending on priority managerial process by knowledge in the organizations and sites of a priority source of knowledge in any branch it is possible to allocate some types of innovative-active organizations:

1. Strategic innovators – consider scale long-term projects of research and developmental works (research and development) as the basic resource competability. As a rule, these organizations are the basic source innovations for other organizations of branch.

2. Changeable (periodic) innovators – conduct own research and workings out necessarily or at favorable conditions, but do not consider creation of innovations key, strategic and organization problem.

3. Modifiers of technologies – do not conduct a full cycle of research and development, but use engineering workings out for improvement of the Product and processes.

4. Users of technologies – conduct innovative activity by adaptation of the technological decisions developed by others organizations.

The arrangement of the given types of the is innovative-active organizations depending on priority managerial process by knowledge and a site of a priority source of knowledge in the field of management of organizational knowledge is presented to the organizations in fig.1.

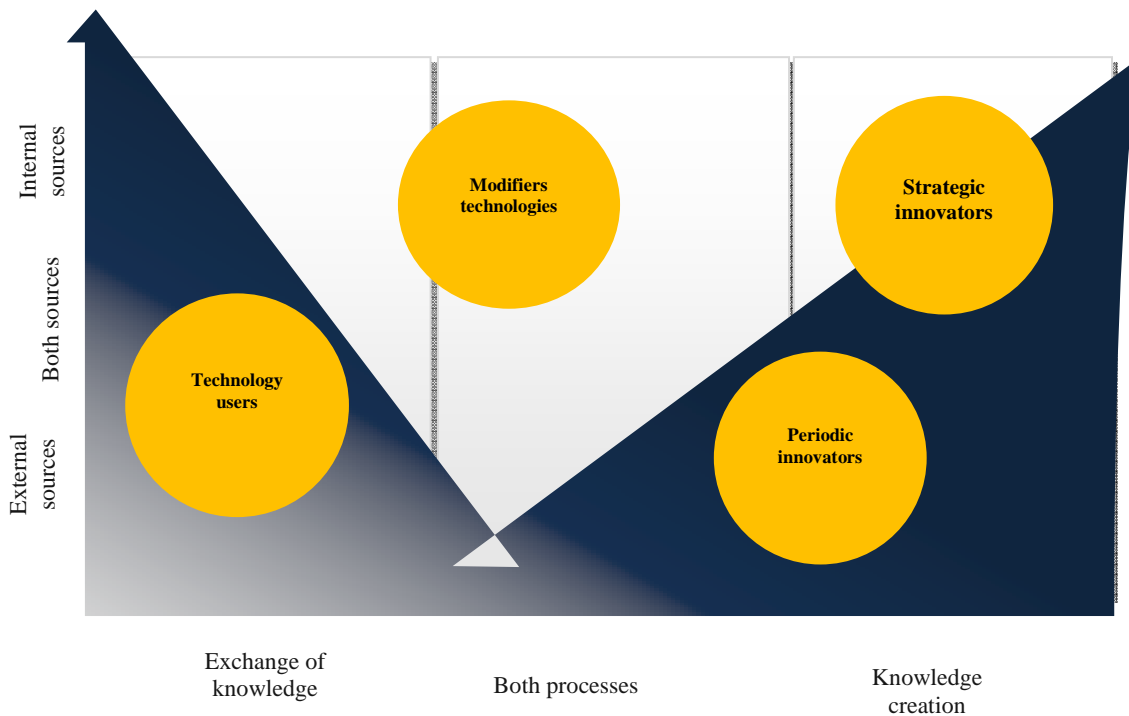


Fig.1. The Field of strategy of organizational knowledge management

Source: working out of the author on the basis of [2]

The organizations focused on use of internal sources of knowledge, realize defensive strategy, giving particular attention to preservation and protection of internal knowledge by means of formalization, formations of barriers of their "leak".

The organizations widely using in addition to internal external knowledge, are more competitive, are more adaptive to environment changes, including the change preferences consumers. They use the mixed strategy.

The organizations specializing on generating of knowledge (the organizations of sphere of research and development, business units of the companies engaged in workings out and functioning as the centers have arrived the left bottom field) exercise strategy of commercialization of own knowledge by means of sale of results and their protection through the use of mechanisms for the protection of intellectual property rights (patents agreements on the transfer of new technologies).

The organizations innovators, representatives of offensive strategy management organizational knowledge (the right top field) integrate in the activity processes of creation and an exchange of knowledge out

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of depending on from their source. They realize model of creative destruction of the generated potential of knowledge, replacing become outdated in operating knowledge, without waiting, when it will occur under the influence of actions of competitors.

Also, the research spent by the American centre of productivity and quality which has allowed to allocate six strategies of management by the knowledge, used by the organizations now [3, p. 201]:

1. Strategy of management by knowledge as business strategy. It is used by the organizations where understood that knowledge management and their distribution are solving for their ability to compete and grow. These organizations often consider knowledge as a product, and knowledge management - as the factor which makes considerable positive impact on profitableness of the organization. One of examples is consulting.

2. Strategy of transfer (transfer) of knowledge is the best practice. It is the most widespread strategy. It is focused on regular approaches to a rise of knowledge and a transfer of the best practice for the purpose of use of this knowledge for perfection of operations, production or services. The exchange of implicit and obvious knowledge allows the organization to function more effectively and economically.

3. Strategy of the knowledge focused on the consumer. This strategy is focused on acquisition of knowledge of consumers; on development and a transfer of knowledge and understanding of requirements of clients, preferences and businesses which increase growth; on use of knowledge of the organization for the decision of problems of consumers.

4. Strategy of personal responsibility for actives of knowledge. The organizations which have chosen this strategy, consider that people possess knowledge, it is necessary to support and make them responsible for identification, maintenance and expansion of their own knowledge. From them it is also expected understanding of necessity of growth of actives of knowledge and an exchange of them. These organizations understand that their workers – the most valuable active, and need use of knowledge of workers - both personal, and collective - for advantage of the company and consumers. They have a tendency for creation of commands and communities of the experts responsible for the state of organizational knowledge.

5. Strategy of management of intellectual actives. The core attention at organization level is given to management of intellectual actives patents of type, technologies, operational and administrative practice, relations with clients, to organizational agreements and other structural actives of knowledge. The effective utilization of these valuable actives can help to increase the organizations their competitive advantages.

6. Strategy of innovations and creation of knowledge. It is an emphasis on innovations and creation of new knowledge by carrying out research and development. Creation unique knowledge and experience raises competitive value of the organization.

The considered approaches to a choice of strategy of organizational knowledge management and the factors defining their formation have been systematized in table 1.

Table 1 – Ordering of approaches to a choice of strategies of organizational knowledge management and the factors defining their formation

Approaches to a choice of strategy	Key factors of formation of strategy								
	Information technology	The Personnel	External sources of knowledge	Internal sources of knowledge	Process of an exchange by knowledge	Process of creation of knowledge	Organization Philosophy	The Consumer	Innovations
1. Depending on degree of personification and information processes:									
1.1. Codification strategy	+								
1.2. Personification strategy		+							
1.3. The mixed strategy including elements and strategy of codification and strategy of personification	+	+							
2. Depending on priority process by managements by knowledge in the organizations and sites of a priority source of knowledge:									
2.1. Defensive strategy				+		+			
2.2 Strategy of commercialization of own knowledge				+	+				
2.3 Offensive strategy management organizational knowledge			+			+			
2.4 Mixed strategy including both source and process of knowledge			+	+	+	+			
3. Depending on concentration on the key factor or process:									
3.1 Strategy managements of knowledge as business strategy							+		
3.2 Strategy transfer (transfer) of knowledge and the best practice			+	+	+				
3.3.Strategy of the knowledge focused on the consumer								+	
3.4.Strategy of personal responsibility for actives of knowledge		+				+			
3.5.Strategy of management of intellectual actives		+			+	+			
3.6.Strategy of innovations and creation of knowledge						+			+

Source: own working out of the author

It is necessary to notice that as a rule, the organizations should use not one, but some strategies of management by knowledge, allocating from their structure to the priority. A variety of used strategic approaches to knowledge management in the organizations testifies to the big possibilities which contain in the knowledge making a basis of innovative activity.

Let's consider practical use of the offered ordering for a substantiation of strategy of organizational knowledge management of Open Society "Polotsk dairy plant". For this purpose we had defined the level of manifestation factors defining the choice of strategy, in the investigated organization, on the basis of the analysis of management objects in system of knowledge management of Open Society "Polotsk dairy plant": a personnel situation, innovative development, organizational processes and information technology. Also by organizational knowledge the estimation of level of management has been developed at Open Society "Polotsk dairy plant".

During the analysis of the staffing situation in the Open Society "Polotsk Dairy Plant" it was revealed that:

- In the organization unstable growth of personnel number of is observed;
- The personnel structure on categories does not correspond to a situation in the industry as a whole: relative density of heads and experts is much lower;
- Relative density of workers with vocational education of all levels is considerably higher than in the industry;
- Relative density of workers with higher education is lower than in the industry as a whole.

The analysis of innovative activity and non-material actives has shown that despite high enough relative density of innovative production in shipped production of own manufacture and realization of innovative activity in 2011, the organization has low innovative activity. It is connected with the fact that till 2011 the organization did not carry out expenses for innovations. Since 2011 the Open Society "Polotsk dairy plant" has carried out only one kind of innovations – grocery. And in 2012 no expense for innovations was implemented. Relative density of non-material actives in a total cost of actives is insignificant.

After analyzing the organizational processes it can be concluded that it should be paid considerable attention to the organization of training process of the personnel. The given process is regulated and presented in Open Society standard "Polotsk dairy plant". Planning in the field of training should have not only short-term, but also long-term character. Positive that training is introduced both for workers and employees, estimation of expenses for training are made. At the same time that requirement definition is carried out not perfectly. It is negative that there is no concrete estimation technique of the learning efficiency.

The analysis of information technologies of Open Society "Polotsk dairy plant" has shown that the investigated organization has high degree of a computerization. The organization is equipped by all necessary hi-tech equipment, has an internal local network. Each workplace of the administrative and managerial personnel is equipped by the personal computer and has an exit in the Internet. In organization work such software products as "1C are applied: the Enterprise", SolidWorks, Compas 3D, and also office Microsoft Word, Microsoft Excel. However, there are data exchange problems between divisions. There is no uniform information base of the reporting of the organization that leads to duplication of actions on drawing up of the reporting and information search within the limits of separate divisions.

Significant place in our study has been given to the evaluation of knowledge management processes, because such an analysis, in domestic organizations, usually is not available. We have made an estimation of managerial processes on the basis of an estimation technique of knowledge management to the organizations U.Bukovich, R.Williams [4] which allocate seven stages management of organizational knowledge in Open Society "Polotsk dairy plant". According to the results of managerial processes estimation by organizational knowledge on the basis of each given stages and gradation of the received results according to the scale of Harringtona on each stage in Open Society "Polotsk dairy plant" only three stages from seven have been highly appreciated. They are the process of training and use of knowledge (the given stages have typed 79% of the maximum possible number of points), information receptions (74% from the greatest possible quantity of points). Other stages have received an average or low estimation. Average estimation processes of creation, maintenance, distribution and liquidation of knowledge (have received 62%, 56%, 58% accordingly). The process of knowledge estimation has received the lowest estimation, having typed only 35% from the greatest possible quantity of points.

By results of the strategic analysis, it is possible to draw following conclusions about the problems of knowledge management on Open Society "Polotsk dairy plant": there is negative dynamics of degree of the personnel training coverage, insufficient development of innovative activity, poor organization processes of an estimation, distribution and liquidation of knowledge is observed.

Thus, the analysis of objects of management in system of knowledge management and an estimation of level of management of organizational knowledge in Open Society "Polotsk dairy plant" have shown that in the

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organization there is a developed control system of the personnel, there is necessary information technology, there is an exchange of the knowledge received from external and internal sources, there is a considerable orientation to the consumer. According to the result of the analysis was carried out assessment of the key factors in the formation of a strategy of Open Society "Polotsk dairy plant", presented in Table 2.

Table 2 – The analysis of a condition of key factors of formation of strategy in Open Society "Polotsk dairy plant"

The factor	The degree of manifestation in the organization		
	Low	Average	High
Information technology		+	
The personnel			+
External source of knowledge		+	
Internal source of knowledge	+		
Process of an exchange by knowledge		+	
Process of creation of knowledge	+		
Organisation philosophy	+		
The consumer			+
Innovations	+		

Source: it is made by the author on the basis of results of research

Proceeding from the received results, Open Society positioning "the Polotsk dairy plant" in system of approaches to a choice of strategy of organizational knowledge management and the factors defining their formation, can be presented in table 3.

Table 3 – Open Society positioning "Polotsk dairy plant" in system of approaches to a choice of strategies of organizational knowledge management and the factors defining their formation

Approaches to a choice of strategy	Key factors of formation of strategy								
	Information technology	The Personnel	External sources of knowledge	Internal sources of knowledge	Process of an exchange by knowledge	Process of creation of knowledge	Organization Philosophy	The Consumer	Innovations
1. Depending on degree of personification and информационности processes:									
1.1. Codification strategy	+								
1.2. Personification strategy		+							
1.3. The mixed strategy including elements and strategy of codification and strategy of personification	+	+							
2. Depending on priority process by managements by knowledge in the organizations and sites of a priority source of knowledge:									
2.1. Defensive strategy				+		+			
2.2 Strategy of commercialization of own knowledge				+	+				
2.3 Offensive strategy management organizational knowledge			+			+			
2.4 Mixed strategy including both source and process of knowledge			+	+	+	+			
3. Depending on concentration on the key factor or process:									
3.1 Strategy managements of knowledge as business strategy							+		
3.2 Strategy transfer (transfer) of knowledge and the best practice			+	+	+				
3.3. Strategy of the knowledge focused on the consumer								+	
3.4. Strategy of personal responsibility for actives of knowledge		+				+			
3.5. Strategy of management of intellectual actives		+			+	+			
3.6. Strategy of innovations and creation of knowledge						+			+

Source: it is made by the author on the basis of results of research

On the basis of Open Society positioning in system of approaches to a choice of strategy of organizational knowledge management and the factors defining their formation, presented to table 3, management strategy by organizational knowledge of Open Society "Polotsk dairy plant" it is possible to formulate "Polotsk dairy plant" as follows is a creation of a control system by organizational knowledge by reduction of knowledge in the documentary or formalized form with use of the automated information technology, maintenance of necessary motivation and organizational culture for revealing, preservation and an effective utilization of knowledge of employees, formation of conditions for an unobstructed exchange of knowledge between employees in the organization, development and a transfer of knowledge for understanding of requirements of clients.

The offered ordering urged to make process of formation of strategy of management by organizational knowledge more transparent, proved and rational. Considering characteristic features of each separate investigated organization, the given approach the organization provides a choice of such strategy, which realization can carry out at the expense of presence of necessary resources. The given ordering is universal and can be in addition expanded by consideration of other approaches to formation of strategy of organizational knowledge management.

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**INFLUENCE OF INFORMATION ASYMMETRY ON BANK'S ACTIVITIES.
THE THREAT OF BANKING RISKS AND TRANSACTION COSTS**

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The article considers the phenomenon of information asymmetry in the banking business. Availability determines the existence of information asymmetry and increase in bank risk. The impact of asymmetric information on the lender and the borrower is defined. A number of problems associated with the presence of information asymmetry is reviewed. The problem of transaction costs and increasing credit risk in the bank is as a result of the negative impact of information asymmetry.

Nowadays, the main type of banking risks is credit, interest rate, foreign exchange, investment, operational, market, etc. credit risk is considered the main threat to financial stability of the bank as the loans provided to non-financial organizations and individuals make up a large part of the assets of the banking system. Credit risk is compounded by the existence of asymmetric information in all loan transaction phases. Thus, we must consider all aspects of the impact of asymmetric and incomplete information on credit activity of the bank.

Analyzing the situation we found out that information asymmetry affects not only the banks but also their customers. In both cases, more often, it is a deliberate asymmetry. Consider the information asymmetry on the part of the lender and the borrower (Table 1):

Table 1. – Information subjected to asymmetry (from the perspective of the lender and the borrower)

The Lender	<ul style="list-style-type: none"> ✓ adverse selection problem; ✓ the actual purpose of the loan; ✓ technical condition of the collateral; ✓ anticipated decline in revenue.
The Borrower	<ul style="list-style-type: none"> ✓ information distribution asymmetry, based on banking secrecy; ✓ incompleteness of the treaty; ✓ a situation in which a bank may require full repayment of the loan; ✓ a real deadline for the loan application consideration.

Source: author's own design

Adverse selection problem. The lender, which does not have complete and accurate information about the borrower may unintentionally give the loan to a creditworthy borrower, whereby it will lead to an increase in credit risk.

The actual purpose of the loan. Even if the lender has made a favorable choice of a creditworthy borrower further information concealment of the actual use of borrowings can lead to moral risk. This is a situation in which two parties have different levels of information on the subject of their relationship. In its turn, the asymmetry of information is a prerequisite for the emergence of moral risk.

Anticipated decline in revenue. The creditor cannot be absolutely sure that the borrower has got a permanent and stable income. The borrower can provide information about his/her income, which validity can be checked only with the course of time.

Information distribution asymmetry, based on banking secrecy. The lender's ambition to get a windfall at the expense of the borrower is a manifestation of the lender's opportunistic behavior. Information distribution asymmetry in this case is based on banking secrecy, i.e., the private nature of relations on the bank loans market. The borrower's opportunity to assess credit conditions of the similar projects are essentially limited, because the content of specific treaties is confidential. However, the bank is authorized to manipulate the interest rate on the loan, depending on the urgency of the needs of the borrower in money, possible profitability of the financed project, the availability of banking services to the borrower, etc [1].

Incompleteness of the treaty. Another factor leading to the emergence of moral risks on the part of borrowers, is the contract incompleteness, leading to the fact that the obligations of the parties are formally, partially featured. This creates the space for the opportunistic behaviour of the contract parties in relation to each other. The bank due to the confidential nature of credit relations can use misleading advertising – effective interest rate on the loan generally becomes known only after the signing of the loan agreement and all related agreements. Also there is a practice of "small font", in which sometimes the most important information that the borrower has to know in order not to incur further losses, is written. As far as the borrower is concerned, one of the risks of the group is "extortion" on his/her part. It occurs when the customer is the key figure for the bank. Thus, the customer can dictate his/her terms to the bank, threatening to join competitors. This introduces imbalance into bank risks, as the bank is forced to provide loans on more favorable terms, including the risk assessment. The customer can intentionally provide misleading information to the bank about his/her financial and economic status, appealing by his/her importance and years of cooperation [2].

The possible *consequences of the impact of information asymmetry* on the bank's activities include:

- ✓ deterioration in the quality of the loan portfolio;
- ✓ the loss of competitiveness;
- ✓ increase in the volume of distressed and hopeless credits;
- ✓ the bank's security levels drop due to high risk operations;
- ✓ additional transaction costs;
- ✓ threat to the banking system as a whole.

So, summing up, we can say that information asymmetry leads to the emergence of moral risks from both the borrower and the lender, enlarges bank risks in the credit sector, which affects the financial condition of the bank. We can say that it is the bank that will get a greater number of adverse effects of information asymmetry, not its customers. Due to the presence of information asymmetries in the borrower's behavior, the bank has to have additional transaction costs for the collection, processing and verification of information as well as to monitor the borrower after the transaction. All of these is necessary, because the bank is not interested in increasing risks that could lead to its bankruptcy.

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FUNDING SOURCES USED IN CONSTRUCTION LOGISTICS CENTRES

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In recent days the questions related to the use of public-private partnership (PPP) in the logistics activities are of a great importance. This article reveals the most common sources of funding that can be used in the construction of logistics centers, analyzes the types of support to the private sector in the implementation of PPP projects.

Public-private partnership (PPP), the source of financing, equity, borrowed funds.

In the modern sense the partnership between the state and business is an institutional and organizational alliance between the state and private organizations, banks, international financial institutions and other institutions for the realization of socially significant projects. Thus there is a duality: the state is never free from

its social functions related to national interests, and business, in turn, is always a source of social wealth increment. Evolving Partnership, unlike traditional relationship, creates its basic funding model of property relations and management practices. The problem of PPP in Russia and Belarus is the risk of failure of the commitments between the parties, such as violation of the terms of financing of projects; problems with long-term lending projects, inadequate legislation and mechanism of formation of targeted programs.

As objects of logistics infrastructure, logistics centers are being established and are functioning in the face of considerable instability of the economic environment. There is the need in attracting the investment, highly effective methods and techniques to manage their operations. Costs of construction and further operation of logistics centers ultimately bear their users. So, one of the solutions to this problem is PPP. Of course, the main source of funding for the construction of logistics centers under PPP should be private capital, because the concept of PPP is to combine administrative, material (intangible) resources of the state with the financial capabilities of entrepreneurial initiative and private organizations.

PPP enables the project financing for the construction of logistics centers from different sources and combining equity and debt, the most common sources of funding that can be used in the construction of logistics centers, are presented below (Table 1).

Table 1

Source of financing	Characteristic
Public financing	State borrows funds and provides them to the construction of logistics centers. This occurs through the final borrower loans, grants, subsidies or guarantees on debt. Typically, the public authorities are able to obtain loans at a lower interest rate. But they are limited financial possibilities of the budget, as well as the fact that there is always a number of programs competing for scarce financial resources. In addition, the state less effectively manages business risks.
Using equity	Involves investing in the project organization, including its share capital and other equity assets. Shareholders' equity has the lowest priority in the list of sources of funding, as lenders will have a preferential right to assets and income from the project to investors during the operation of logistics centers. In the case of bankruptcy or stop logistics centers latest investors can count on a return on their investments. Participation in the project equity is the most risky type of investment, and therefore potentially the most revenue
Corporate financing (borrowing)	Organization borrows funds using your credit history and current business, and uses them to invest in the construction of logistics centers. Borrowings can be drawn from a variety of sources: commercial lenders, export credit agencies, bondholders (institutional investors) and sometimes the state itself, which are built on the territory of logistics centers. Such opportunities may have outside investors. However, the amount of required investment and profits, which are usually such investors want to get on your investment, may lead to too high cost of finance, and, therefore, this path may be closed to the grantor. Unlike equity, credit facilities have the highest priority among the sources of financing. Repayment of the loan can be both fixed and floating rate in accordance with the schedule of regular payments. PPP projects for the construction of logistics centers focus on the long life cycles of objects, generating a stable income, so they require long-term loans at a fixed rate.
Mezzanine / Subordinated capital investments	Mezzanine capital investments – is a cross between equity and debt (subordinated debt and preferred stock). They are less interested investors than direct loans, but more attractive than equity. Subordinated loans provide that the creditor agrees to refund after will be paid "senior" debt to all creditors with preferential right requirements in connection with obtaining special project revenue, and in the event of insolvency of the borrower. Participants of the project, providing mezzanine financing, are compensated for taking on additional risk, or by obtaining a higher interest rate on loans compared with its obligations under "senior" loan, or through participation in the profits of the project, and / or receipt of income or revenue project capital gains. Subordinated creditors, unlike equity holders: do not get a share of profits; usually do not have voting rights and control, may be subject to application of the law on interest income on borrowed funds, which limits the maximum interest rate they can charge at the while shareholders do not have this limitation.
Project financing	Direct loans are non-recourse or limited recourse available directly create logistics center. In this case, lenders rely on the cash flows of the project (logistics center) for debt repayment, and the security for a debt is limited by current assets and project future earnings.

Source: own elaboration based on the study of literature

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Thus, PPP offers an alternative form of new sources of private financing and management for maintaining state ownership. Such partnerships allow you to create "leverage effect" and to attract private capital to improve the utilization of budgetary funds, as well as allow to realize the benefits of attracting private organizations for the creation, management and delivery of logistics and infrastructure services.

Proportions in the use of these sources of funding, as well as a decision on what form of financing to use, will depend on the availability of financing in the market and the desire to carry certain risks creditors under development and market fluctuations.

You should also consider the high resource consumption, long payback periods PPP logistics centers and the lack of private equity organizations. In this connection, it is necessary to use alternative sources of funding. These may be due to banks, investment funds and resources of the state, submitted under specific projects on a paid or unpaid basis, grants and subsidies development funds.

State performs a variety of functions PPP projects, largely determine the success of the project: partial financing, institutional environment, organizational structure, risk reduction - by guaranteeing the repayment of loans, both directly and indirectly. In addition to direct funding, the state can support the private sector in the implementation of PPP projects in several areas (Table 2).

Table 2 – Types of support to the private sector in the implementation of PPP projects

Type of support	Description
Related loans	These are the loans which are provided to certain conditions, most often for the development of certain enterprises.
Guarantees of debt recovery	The State undertakes to repay any short-term deficits associated with principal payments and interest payments.
Guarantee income	The State guarantees a minimum level of profitability. As stipulated in the contract, or gives compensation private organization if its income falls below a level that ensures profitability. Typically, the threshold is set to 10-30% lower than the profit calculated in step business planning, and is assigned to the contract.
Guarantee the exchange rate	State compensates private organization - project partner PPP increased costs associated with the exchange rates if they exceed a certain threshold.
Guarantees / subsidies	The state uses the tool of grants, subsidies, grants in socially important sectors of the economy, if private organizations profitable. Subsidies are also provided with the PPP renegotiation due to lack of profitability of the project.
Extending the concession	Business support aimed at his large involvement in the production infrastructure. State may extend the term of the concession and in cases where income becomes less than a certain level.
Changes to contractual obligations	Flexible system of contractual relations as one of the principles of PPP allows you to make changes to the contract, depending on the economic and political changes in the country.

Source: [2]

In practice, depending on the state of socio-economic importance of the project using the above tools in various combinations. As a result, he is able to mitigate and neutralize many, including commercial risks.

For private organizations are those most beneficial types of support for the project, which provide income streams at a very early stage of operation. In such cases, the provision of even the minimum income guarantee can be a sufficient basis for private sector participation in the construction of logistics centers.

Thus, the state can and should support and encourage PPPs through financial mechanisms. Few PPP projects can be profitable in the absence of any form of technical or financial support from the state. Effective financing of projects through PPP mechanism may involve the use of state support, which is expressed in the fact that the state assumes part of the risk to which it may operate more efficiently than private investors, and support those projects that are economically viable, but profitable. If the infrastructure project has positive externalities may be appropriate a certain level of direct state support. Each project is likely to require the state to any particular type of support. But the tools that will be used in any particular case must be carefully designed in order to provide the necessary predictability for investors and flexibility desired state.

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INVESTMENT ATTRACTIVENESS OF FC "BARCELONA": THE HISTORY OF REVIVAL

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The article is devoted to economic and management policy of football club «Barcelona». The article considers the issues of income and expenses of the club, strategies for dealing with contact audience and the promotion of the club as a brand.

For anybody it is not a secret, that worldwide football has long gone beyond the purely sports activities, football clubs become profitable, and sometimes unprofitable business projects. And the essence of each normal business is to gain a profit, so the owners of football clubs hope at the end of each season to get profit from their investments.

Any club is eager to have in its team the best players in the world, trying to raise them from its football schools or buy from its rivals, but clubs are extremely reluctant to part with their best players and try to get for such players the maximum possible amount of money.

If a club wants to have the best players, they need to pay them a salary corresponding to their playing skills, it is indicative that the highest-paid footballer is Lionel Messi who has been recognized three times the best player in the world [1].

FC Barcelona for a long time has been one of the most recognizable and popular football brands. In recent years, the club has been able to get financial benefits out of its support worldwide and to rise from the thirteenth to the second place in the "Money League" with the annual income of 259.1 million euros. In this way an outstanding growth of the club welfare can be noted.

Many football commentators remember the summer of 2003, when the purchase of «Chelsea» by Roman Abramovich dramatically changed the idea of the football business. Changes occurred in Catalonia, which led to achieving the second place in the "Money League" and winning the titles in La Liga and the UEFA Champions League.

After winning in the Primera in the 1998/99 season the club was desperately fighting, both on the field and outside it. Four consecutive, unsuccessful in the sense of trophies seasons ended quite sadly in 2002/03, when Barcelona finished in the sixth position in La Liga, and it was the worst place from the 1987/88 season, moreover they were admitted to the UEFA Cup only in the last round of the championship.

Financial position of the club was the same, if not even more depressing. Annual income was equal to 123.4 million euros, which was only half of the income of Manchester United and Barcelona was only the 13th in the "Football Money League". On the salary of players 109.3 million euros was spent, which already constituted 88% of the turnover, and costs equaled 88 million euros. Over the years, losses were growing, and eventually turned into 186 million euros of the debt. The club faced serious financial difficulties [3].

"Barcelona" is an "organization of mutual responsibility" (i.e. all its members that belonged to it at a certain period of time share the same profits and losses and cannot receive income without paying off their shares, in the form of dividends, interest), managed by the members of the club. The motto "more than a club" reflects the philosophy and the status of the club, as a symbol of Catalan pride and the obligation on observance of democracy and freedom. In addition to the football team, Barcelona has a basketball, a handball and a hockey clubs as well as other teams in other sports.

Club members have the right to choose the head, and in June 2003, Joan Laporta, who was supported by a group of young entrepreneurs, became the club President. Laporta won with the agenda, which included a radical program of improvement of the financial situation in the "Barcelona" and the team's performance on the football field, meanwhile two key principles were retained and maintained – beautiful football and the fulfillment of social obligations.

One way was an approach that included a radical reduction of costs, coupled with moderate investment into the players in the short term, which would be financially secure, but risky in the sense of performances on the field. Instead, the Laporta strategy included significant immediate investments in the team, it was created for the immediate result achievements on the field, that should lead to a growth in annual income. Cost reduction led to budget balance in the 2003/04 season, the first for FC Barcelona, starting from the 1999/00 season. Although there were huge financial risks, this choice gave good prospects to "Barcelona" on the football field.

After the elections in 2003, seven out of the nine former managers left the club, and re-selected Board of Directors started to implement the strategy, day by day, gaining a club staff. Also a review of all operations was conducted to determine opportunities and implement annual income growth, while controlling costs [3].

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In the first year there have been several important changes in the team, Frank Rijkaard became the trainer, as well as Ronaldinho, Rafael Marquez and others appeared in the "Barcelona", while a few well-paid players left the club.

Stronghold of the strategy to control costs was the introduction of the dependence of a player's salary from their performance, thereby players were encouraged, and the business was protected from the impact of the results of the team's performance. All contracts now include fixed payments and bonuses, which depend on the performance of the team and a player. As a result 18 per cent of the players' salary in the 2005/06 season depended on the success of the team on the field, and the other 18% depended on the performance of a player.

The debt situation of the club was solved in the average time in accordance with the financial agreement signed in January 2004 with several financial institutions, which allowed to borrow up to 150 million euros.

This policy led to immediate improvements in the financial sector. In the 2003/04 season incomes increased by 37%, while expenditure on players reduced to 85.2 million euros, the players' salaries constituted only 50% of the turnover, which led to revenue of 6.7 million euros. Since then income only have been growing, in 2005/06 they amounted to 259.1 million euros and the profit – to 17 million euros. «Barcelona» as «the organization of mutual responsibility» does not have to spend their revenue on keeping owners, as it happens at other clubs. Profit only at the expense of football is much higher, about 53 million euros, which enables to join other kinds of sports, cultural and public affairs, including the FC Barcelona Fund – a cultural project of the club.

The situation has also changed on the field, in the 2003/04 season FC Barcelona finished the second in the championship, and in the next season La Liga was won, in the 2005/06 Catalans added to the victory in the Primera a triumph in the Champions League.

From the 2002/03 season to the 2005/06 season revenues for the games have grown by 83% reaching the total of 76.6 million euros – only Manchester United and Chelsea have achieved more at the expense of this indicator in the 2005/06 season. Revenue growth for the matches is associated with two sources: an increasing number of members of the club and revenue growth due to attendance [3].

In 2003 "Barcelona" has launched the program "Great Challenge", the aim of which was to increase the number of members of the club up to 105,000. It was successful, the number of members of the club grew by 20%, reaching the figure 130,000. This figure is growing now, at the moment it is 155,000.

Ticket prices initially were rising by 20-40%, but later were increasing only due to inflation. But they are still quite acceptable – the most expensive seats at the Noy Camp cost 900 euros. Attendances of La Liga matches increased by 11% as compared with the season of 2002/03, in 2005/06 it averaged 73,000.

Now "Barcelona" provides 85,000 season tickets. Their owners do not attend every game and therefore a program was introduced which allows you to resell the tickets. Intermediaries sell up to 5,000 tickets for the match, the club receives 50% of the sale. There are also tickets, which include the costs for the hotel that serves to help the visiting fans [3]. These changes will make the status of the members of the club more valuable. This will make a balance between the number of seats in the stadium and the possibility of filling [4]. Other profits from the stadium increased from 4 million euros in the same season 2002/03 to 21 million euros in 2005/06, the stadium and its premises are advertised as an excellent venue for conferences and meetings, and the profits from the tour around the stadium continue to grow [3].

In 2004/05 36 new VIP seats were created, and all of them were sold over the last two years. The club is examining the ways to enlarge corporate opportunities of the stadium and stadium capacity in general.

The huge profit increase also owes to the broadcasts, which in 2005/06 amounted to 94 million euros – this is the greatest income from broadcasts, if not to consider Italian teams. Spanish clubs sell their rights to broadcast, and in the 2003/04 season a five-year deal was concluded with Catalan TV, which expired in 2007/08, according to which the minimum amount for the season amounted to 54 million euros.

In addition, the club gets profits from the audience of "Pay Per View" TV (i.e., first pay and then watch). This adds from 50 to 120 thousand euros for each game. And the matches Barcelona – Real Madrid cause a great interest, they are watched by more than 120 million people worldwide, out of them Spanish residents are only a quarter. Each meeting with Real Madrid brings about 700 thousand euros from «PPV».

In June 2006 the club signed new contract with "Mediapro", according to which during the past two years of the expiring contract the club received 250 million euros. And the 2008/09 season agreement with "Mediapro" brought the club 750 million euros. Club channel "Barca TV" has got 25 thousand subscribers and is profitable.

Commercial revenues are about 88.4 million euros, of course, they lag behind the income leader in this sphere – Madrid "Real", but "Barcelona" earns more than "Manchester United" does from this, despite its profitable contracts for advertising on t-shirts [3].

The main aspect of Laporta revolution was the first sponsorship agreement to advertise on t-shirts as a method of immediate income increase. However, after several unsuccessful negotiations managers decided that the increasing income of FC "Barcelona" in other areas makes advertising on t-shirts not so important. Instead of the usual advertising deal the club announced about an agreement with "Unicef" in September 2006.

"Unicef" and "Barcelona" believe that their views and goals are similar, and during the next five years the blue-and-pomegranate will be advertising "Unicef", meanwhile "Unicef" receives 0.7% of the income – 1.5 million euros per year as support projects helping children living in humanitarian crises.

Agreement of the club with "Nike" also differs from the traditional deal, but it is similar to the agreements of "Nike" with other clubs-leaders of "Money League". Nike has a contract on 50:50 basis, in addition, the company manages all trading operations of "Barcelona", while being a technical sponsor. Relations of Nike with Barcelona began in 1998, and in October 2006 the partnership was renewed for five years, the price amounted to 30 million euros per season. Barcelona also has a commercial agreement with "Coca Cola", "Audi", "Estrella Damm" and "La Caixa".

But "Barcelona" has not stopped at this. The club has invested in a new practice area – the "Ciutat Esportiva Joan Gamper", which was opened in June of 2006, it totaled 42.4 million euros. It includes 9 training fields, multi sports pavilion and many other facilities used for training youth team and many of the other teams of the club.

FC "Barcelona" also has set the strategic task to increase the number of supporters abroad. In addition to the annual tours, football schools were opened in Mexico, Egypt and it is also planned to open them in Argentina and other countries.

Barcelona budget in the 2006/07 season has revenues of 300 million euros and the profit is EUR 20 million, the increase was primarily due to the revenue from the broadcasts. Revolution of "Barcelona" is a catchy story, which, undoubtedly, will continue and will leave the Blaugrana in the higher echelons of "Money League" [3].

"Barcelona" is a multi sports club. Besides the football players, there are teams in basketball, handball and even hockey, there represent nine sports. Barcelona keeps up with the times, and to develop the popularity uses modern technologies. Social networks registered almost 350 million fans; about 50 million of them are active. If each of them pays one euro a year, the club will get great profits. But it is difficult to achieve this, so the popularity in social networks is considered in the first place as an opportunity to get a good sponsor.

Academy of "Barcelona" cooperates with 250 schools worldwide that have no purpose to prepare the players of the main staff of the team. But when a talented player is detected, he is reviewed and invited to the Academy. There a young footballer trains and lives according to the principles of the club, and if he is not suitable, he is asked to leave. If a player managed to finish the whole course, he is considered to join the main team. Not pupil player will be able to play for Barcelona without having completed the full course in the Academy [2].

"Barcelona" is much more than just a football club. "Barcelona" is owned by 200 thousand members, and not one person. Every six years elections for the leadership of the club take place and any member can take a leadership position, such as President or Vice-President. This is similar to the scheme of management of a city or a country. Of course, this involves some difficulties, but it provides many opportunities.

"Barcelona" is rich in inner values and power, but they are focused on the market and people's demands. Owners decide what the club needs, which way to develop, but the leaders always observe the basic principles. First of all, this is the way the game is played – about forty years "Barcelona" is trying to play attacking football, in any match the task is to win.

Secondly, the club honors its inner values: respect, teamwork, modesty and ambition. These qualities are cultivated in players from early years, and if they do not accept them, the club parts with them.

The third component of success is the Academy. The desire to raise its players is a strategically-economic goal. Barcelona cannot afford to spend huge sums on players, as many top clubs do. Therefore, Barcelona invests money in its Academy. It gives one of the main secrets of success of the team: players and coaches work equally, both in the Academy and in the main team. Therefore, when a young player comes into the squad, he already knows what to do, because he has played in that style for ten years. That is why Barcelona is experiencing a change of the main coach easily [2].

The club's management believes that football needs more legalization. Then popularity will grow as compared to other sports. Football matches will be watched by more and more people around the world, even where this is not the most popular sports, in the United States, India and Asia.

In the world there will be several clubs that will become global brands, such as the «Barcelona» has already become. But at the same time the popularity of the less known clubs will reduce. As practice shows, the consumer is able to memorize five clubs and not twenty.

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THE MAIN PRINCIPLES OF TRANSPORT SERVICE OF TOURIST FLOWS

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The article is devoted to the transport service of tourist flows. The basic principles of transport service of this flows are distinguished. The authors offer to create The Center of Transport Service of Tourist Flows as innovative approach to the organization of the tour transport block. The main functions of CTSTF are given.

According to the data presented by EMIS (table 1), tourist's packages to foreign countries dominated in the structure of tourist's packages, sold to the population. Thus growth of this indicator was noted both at national and regional levels. The number of the tourist's packages, sold to the population of Russia, decreased by 3%. If to speaking about Saratov region, the interest in packages is quite stable, so in 2012, the figure in the overall structure of tour packages implemented as Russian citizens in foreign countries and on the territory of Russia, was 0.31 % in 2011, 0.34 % in 2010 – 0, 34%.

Thus on the one hand, there is a steady demand for such packages, but on the other hand the development of tourism in our country is complicated by bad quality of transport services.

Table 1 – The number of tour packages soled to the population

		2010 year	2011 year	2012 year
In total	Russian Federation	4 238 717	4 255 384	4 642 316
	The Volga Federal District, including:	498 185	554 122	596 663
	Saratov region	29 128	31 293	33 541
To citizens of Russia in foreign countries	Russian Federation	3 366 762	3 325 933	3 737 682
	The Volga Federal District, including:	281 312	328 101	404 063
	Saratov region	14 682	16 625	19 338
To citizens of Russia on the territory of Russia	Russian Federation	871 955	929 451	904 634
	The Volga Federal District, including:	216 873	226 021	192 600
	Saratov region	14 446	14 668	14 203

Improvement of tourists transport service quality is a necessary condition of the activization of the demand for tourist product. Major factor during the formation and sale of a tourist's product is the technology of different types of tourist transportations and also specifics of the contractual relations in the sphere of tourist travel.

Transport as one of the most important components of the tourist industry and an integral part of a tourist product belongs to the most difficult technological blocks of the tour, because vehicle is a source of the increased danger.

Lack of uniform transport tourist system leads to the fact that carriers in the transport travel market determine the prices of tourist services. If in 1990 transport expenses were 20 – 25%, now the share of these expenses reached 40 – 50%, and taking into account introduction of new boundary collecting will increase even more.

The main shortcomings of the organization of tourist flows transport service are the following:

- lack of regulation of relationship of tour operator and the travel agent with transport companies at legislative level;
- infringement of the Russian tourists rights because of contradictions of international tourist transport law and national normative legal acts;
- insufficient awareness of tourists and professionals tourist organizations (and often transport firms) about the most important international conventions on air, sea, river, rail, road and other types of transportation, as well as similar documents regulating tourist transportation in the country.

For tourists and tourism organizations exact and exhaustive information on rules of transportations of passengers and baggage on the international and internal routes, system of tariffs, privileges and discounts, an order of presentation and satisfaction of claims, protection of interests of tourists at violation of conditions of transportations, etc. are important.

In planning indicators characterizing the use of vehicles and their choice in tourist travel, the following factors are considered:

- rating of vehicles popularity;
- extent of development of transport system;
- way of travel;
- route extent;
- welfare of the population;
- tourist and recreational resources;
- national traditions;
- demographic structure of the population.

The solution of a task of the maximum accounting of the listed factors in the course of preparation of transport service of tourist flows allows, on the one hand, to increase quality of tourists transport service, on the other hand, to achieve reduction of the share of transportation costs in the cost of the tour. Cumulative influence of the listed factors forms a basis for the guaranteed quality ensuring service of tourists. The authors offer to create The Center of Transport Service of Tourist Flows (CTSTF) at the regional level and to consider its formation as innovative approach to the organization of the tour transport block.

The organization of transport customer service and realization of services within CTSTF should be based on the following principles:

- "one window" – the principle at which all questions of interaction of travel agencies and the transport organizations for service of tourists are within the competence of CTSTF;
- "the responsibility center" – the principle at which on each of functional processes of services sale in tourists transport service the Center division responsible for functional process is fixed ;
- "the customer – the contractor" – the principle of division of functional processes and responsibility between travel agency and CTSTF for quality of rendered services.

By preparation of transport service of a tourist's package CTSTF makes a route map where data on it are fixed (fig. 1).

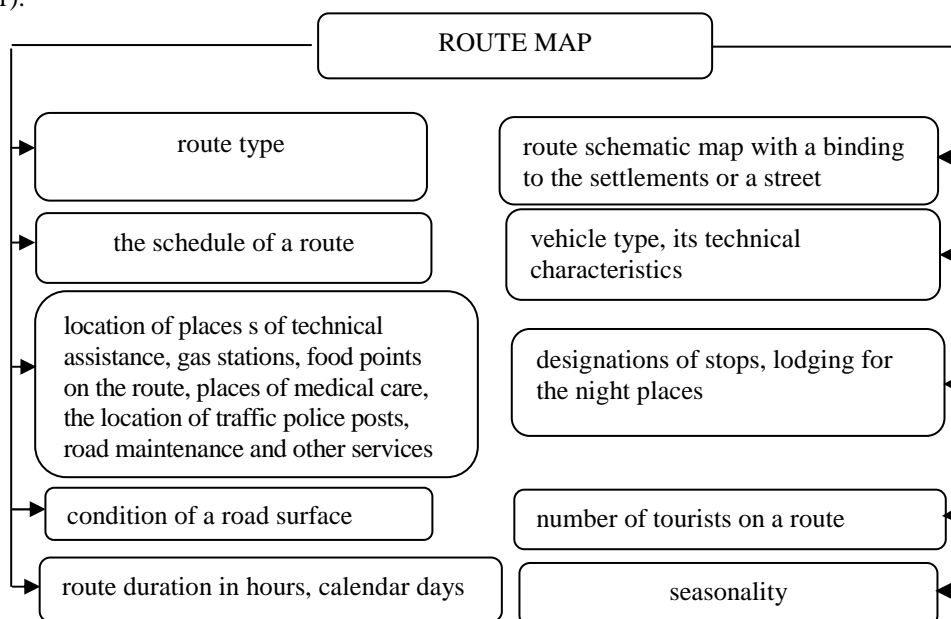


Fig. 1. Route map

A new role and the tasks of CTSTS for the competitive market of transportations of tourists based on knowledge of demand and offers in the transportations sphere and also studying of requirements to process of rendering services in the sphere of transport service of tourist's flows: what services are required; what level of a unsatisfied demand and as its basis, to identify "bottlenecks" and to develop proposals for the trends of infrastructure development; type of a demand of service; advantages and shortcomings of transport means as bases of the choice for tourists transport service.

The CTSTF main functions are the following:

- organization of complex transport service of transport services users (travel agencies);
- manages the sale of transportation services for the transportation of tourists
- implementation of any forms of interaction with consumers of services (travel agencies) at realization of services in tourists transport service;
- ensuring responsibility for efficiency of services realization in tourists transportations;
- organization, coordination and management of process of realization of services in transport service of tourists;
- interaction coordination with collaborators of works on complex tourists transport service on the terms of outsourcing.

The offered approach to the organization of tourists flows transport service is based on interrelation of functional processes of the Center and travel agencies. Condition of successful realization of this approach is to provide requirements of tourists on a rendered complex of transport service – from registration of the demand, inclusion in the plan of transport service, payment and paperwork for service to put-forward additional data under the terms of transportation implementation regarding granting vehicles, availability of information on advance of tourists, connection of the computer of travel agency to the automated network of the Center, and also other types of services stipulated by travel agency in the contract.

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USING THE SEAPORTS OF THE RUSSIAN FEDERATION AS AN ALTERNATIVE TO THE BALTIC PORTS FOR BELARUSIAN GOODS

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Belarus has no sea ports, which greatly complicates the process of Belarusian goods trade. Under these conditions, the choice of foreign ports plays a greater role, as through them transshipment of Belarusian goods can be carried out. Choosing the best port of departure allows to reduce logistics costs.

With increased international cooperation and integration process of international transport corridors the leading role in solving transportation problems is associated with providing interstate economic, cultural and other ties with the establishment of an international transport infrastructure, which has established technical parameters and provides application of compatible transport technologies as a basis for integration of national transport systems in the global transportation system.

The system of transport corridor in Eastern Europe is called Pan-European. The map of Pan-European transport corridors is presented in Figure 1[1].

The Republic of Belarus is a landlocked country, a great role has the ninth corridor ("Baltic Bridge" or "Path of the Vikings to the Greeks"). Ninth corridor (length 2000 km) provides transportation area of 1 million square kilometers. The map of Pan-European Transport Corridor No. 9 is shown in Figure 2[1].



Fig.1. Map of Pan-European transport corridors



Fig.2. Map of Pan-European Transport Corridor No. 9

Ever since the collapse of the Soviet Union the Republic of Belarus has been using mainly Lithuanian ports to send goods, but since the beginning of the year two thousand there have been discussions about a possible reorientation of Belarusian goods to the ports of Leningrad region as an alternative to the Baltic ports.

Transit topic in the context of the reorientation of Belarusian goods to the Russian ports was first suggested eight years ago. In 2005, the leaders of Russia and Belarus signed a contract according to which by December 2005 it was supposed to send to the Russian ports trial batch of Belarusian potash fertilizers, and in 2006 it was increased up to 1 million tons. Moreover, they even considered the possibility of building in Kaliningrad a Belarusian seaport. However, implementation of these declarations did not take place because of their uneconomical effect, one of the reasons that many experts named was obstruction of transit (transport via Kaliningrad) by Lithuania.

However, after the government of the Russian Federation identified as a strategic task to redirect their cargo from foreign ports in its own, active development of direct access to the sea through the ports of St. Petersburg and Ust-Luga was started. The Russian side was actively urging Belarusian exporters to send goods to their new ports that caused complicated relations with the European Union. After Belarus became a member of the Customs Union, there appeared real opportunities for this. Even though this was supported by the governments of both countries, a number of disadvantages in this transit reorientation did not let come to a positive agreement [2].

1) The distance between Klaipeda and the border of Belarus is about 330 kilometers, while the distance to Saint Petersburg is about 530, which in turn increases the cost of transportation, which will not be covered by "duty" transportation through the border of the Customs Union without significant discounts from Russia.

2) It is also not cost-effective that all goods can be considered "bound" to one and the same port. Due to a high level of competition among the Baltic ports Belarusian exporters can choose the most attractive routes for transportation of their goods, which greatly increases their profits.

In June 2012, the Government of the Republic of Belarus opened the discussion on the possible reorientation of Belarusian goods to the Russian Baltic ports and on how promising opportunities to diversify its cargo traffic using Russian ports this could give.

However, since the consideration of "tariff issue" the Russian side has not been completed, it did not bring any positive results.

As it was mentioned above due to the high level of competition among the Baltic ports Belarusian cargo, including petroleum products, is most advantageous to be handled through the Baltic ports. For example, in 2011 Belarus exported 15.6 million tons of oil products, including more than 10 million tons through the Baltic ports of Klaipeda, Riga, Ventspils, Muga. Thus Lithuanian direction is strategically important for Belarus. Klaipeda port exported every third ton of Belarusian export goods. In 2012 Belarusian cargo transit through it amounted to about 11 million tons. In the total volume of cargo handled through Klaipeda, the Belarusian transit cargo totaled 30.5% with 40% of transit, which runs through Belarus, Lithuania sent to transit to the Kaliningrad region. [2]

As it was noted earlier, in recent years Russia has been actively involved in the development of port facilities in St. Petersburg area, where there are new ports through which the Russian cargoes go to European markets.

According to the strategic plans of the main centers of Russia the Baltic and the Black Sea region remain Russian cargo transshipment ports. The development strategy of seaport infrastructure of Russia until 2030 suggests that the first port turnover will grow by 69% up to 313 million tons. According to the plans, drivers of growth in the Baltic Sea will be handling hydrocarbons and fertilizers. Recently in Ust-Luga a complex for transshipment pipeline of oil and petroleum products by the company Neva (the owner is Gunvor company "Transneft") has started working, through which liquefied gases were transmitted by independent gas producers – the company "Novatek" (6 million tons) and "Sibur" (4 million tons). In turn, the NCSP Group plans to build in the port of Primorsk a terminal for fertilizers. Russian dockers would really like to speed up the loading of its developing ports in the Baltic Sea due to Belarusian goods. But unless the Russian railway tariffs are not optimized, there is no sense to talk about an early change in the transit corridors for Belarusian goods [3].

According to the "BR", the question of the appropriateness of the reorientation of foreign trade goods from the Baltic ports to the ports of Leningrad region was studied by the Belarusian side in 2011. And transportation of Belarusian oil of Novopolotsk refinery production was only possible via Ust-Luga. If we consider the logistics based on the distance, the benefits of the change of the route can be seen. After all, if the port of Muuga (Estonia) is as far from Novopolotsk as 851 km, then for Ust-Luga it is 803 km. The question is in rail discounts, which should be given by the Russian side to Belarusian goods.

According to reports, in 2011 the Russian side was ready to provide 30% discount for the transportation of Belarusian oil products, but it was not enough. The new logistics corridor was effective for Belarus only in case if Russia gave a 50% discount. But in the current situation in Russia it is not so easy to make such a decision. After joining the World Trade Organization, Russia is obliged to build its tariff policy in accordance with the rules of the organization. Under these rules, from July 1, 2013 the Russian Federation is to provide equal with domestic traffic treatment for transportation of export and import goods, that nevertheless does not preclude the application of differential internal transportation charges, but they should be based on economic efficiency of rail transport and not on the source of origin of the cargo.

We also note that from 1 January 2013 Russia was forced to unify tariffs for transit within the Common Economic Space. Estimated railway monopoly, unification transit fees across the border is fraught with losses for the Railways in the amount of 71 billion Russian rubles. Obviously, in this situation to provide 50% discount for transportation of Belarusian goods is problematic to Russian Railways.

Klaipeda port, which in recent years mainly exported Belarusian potash fertilizers, remains the most profitable route transshipment of these products.

Meanwhile after the meeting in January 2006 of Russian and Belarusian leaders there again were started talks on possible deliveries of Belarusian potash through the Russian port of Ust-Luga (Leningrad region). And the main seaport of Ust-Luga was ready in 2010 to provide handling of 2 million tons of Belarusian goods. But these plans were not implemented.

Moreover, in April this year "Belaruskali" and the owners of Klaipeda terminal JSC "BirjuKroviniuTerminalas" (BKT) have signed an agreement under which "Belaruskali" buys 30% stake.

For "Belaruskali" this deal looks absolutely logical. In 2012, through Klaipeda port they delivered 5.7 million tons of Belarusian potash fertilizers (90 % of total exports of potash), through TUC terminal "Belaruskali" transmitted about 50 % of these products. The profit of this transaction being 30 million USD, "Belaruskali" buys TUC stake with 10 year grace period. Moreover, port services, which the TUC has Belarusian exporters, "Belaruskali" will pay the expense of dividends received in the TUC [1].

Transshipment of bulk fertilizers in Klaipeda seaport take place at Terminal 3. Biggest Klaipeda Stevedoring Company KLASCO passes about 3 million tons of Belarusian potash fertilizers per year and about the same does the TUC. Belarusian side explained the option of buying shares in TUC in more favorable terms offered by the owners of this terminal. From the perspective of the optimal logistics "Belaruskali" is profitable to own part of the shares of the profile of the terminal, which will allow it to optimize the costs of transportation and handling of its products.

Also JSC "Grodno Nitrogen" is discussing plans to develop cooperation with Klaipeda Stevedoring Company "Run." In 2012, through the terminal of "Run" there was handled almost the entire volume of exports of nitrogen fertilizers – 880 thousand tons. But to realize this transaction by analogy with the purchase of Klaipeda terminal shares by "Belaruskali" is difficult. The reason is that nitrogen fertilizers are exported by Belarus seasonally, unlike potash, only for a few months, with the bulk of nitrogen fertilizer (60%) sold in the domestic market. Therefore, to discuss the terms of the transaction, including to give guarantees in terms of transshipment of Belarusian goods through the port of Klaipeda, is much harder. Perhaps "Grodno Nitrogen" can join the project for the construction of the terminal company [1].

It is known that the Belarusian side is now also discussing projects for the acquisition of ownership or leasing terminals at Latvian ports, which maybe should have been done much earlier, but the Belarusian government feared the property attached to European ports because of the potential threat of the introduction of European sanctions in case of worsening political relations with the EU.

To summarize, it is worth noting that at the present moment reorientation of Belarusian goods to the Russian ports is problematic and not cost-effective, but given the volatile trend strained Belarus – EU relations, the accelerated development of logistics infrastructure, in all its aspects, long-term partnership of Belarus and the Russian Federation and willingness to cooperate of both governments is promising the possibility to diversify Belarusian cargo traffic using Russian ports that will promote competition between ports for transshipment of Belarusian products.

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METHODS OF INFLUENCE ON THE RISK TO MINIMIZE INVESTMENT LOSSES

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Currently in the development of enterprise investment policy it is necessary to consider different risks. The article discusses the types of investment risks, as well as external and internal, subjective and objective factors influencing on their rate level. A number of ways of influence on investment risks aimed at their minimization are suggested.

Risk can be defined as the probability that the predicted events will not occur. It is a necessary attribute of a decision only when the choice between the alternatives is distinguishable. At the same time the willingness to take risks in the implementing of specific investments is influenced by several factors. These factors include both external and internal risks. The external risks should be classified as:

- changes in legislation;
- instability of the economic policy, political and social conditions;

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– unanticipated changes in the international situation, in the economic situation of the country, in sectors of business activity, etc.

And to the internal risks we can refer:

- specific activities of the organization, its policies, strategies and tactics;
- organizational structure;
- qualification of personnel, etc.

It is also necessary to point out the objective risk factors such as unforeseen changes in the production process (the failure of the equipment, its obsolescence), in intra-relationships, financial problems of the organization, etc. Such factors as poor managerial, workers and specialists human resources, errors in decision-making, incompetent work of management and other services, etc., are referred to the subjective factors affecting the rate of risk.

Resourcing investment activity is the original basis on which the formation of an investment mechanism for achieving the goals is fulfilled. Availability of resources, their organic and technical structure determines the opportunities of investment activity realization [1, p.10].

Investment activity is essential for the development of any branch. Investments allow businesses to solve a wide range of strategic tasks, such as getting access to raw material sources, minimizing currency risk, diversification of business both within the same type of goods, and in terms of entering adjacent industries, as well as reducing costs by locating productions in regions with natural resources, by having tax benefits, taking advantage of internal displacement of resources at prices that can reduce tax payments.

Financial crisis intensifies investment risks what has a strong impact on the feasibility of the intended goals. Raising interest rates on credit agreements involves decreasing the profitability of the investment. Unstable economic conditions in any country in one way or another gives rise to social tensions. This implies the decline in solvent demand of the population in the country, which determines the difficulties in sales of products. The global economic crisis to some extent has provoked changes in the general price level in almost all countries. Therefore, in investor`s determining whether to invest or not, attention should be paid to the predicted rate of inflation in the country. This is related to the difficulties in long-term trends in output prices on key items of expenditures [2, p. 9].

Since the risk of losses is higher when the level of the expected return on investment is higher, you should have a clear understanding of the risks that the organization and the investor may face. Types of investment risks are diverse. They involve:

- inflation risk – the risk of loss which the investor may sustain as a result of the depreciation of the value of investments (assets) or anticipated revenues and profits from the uncontrolled growth of inflation;
- market risk – the risk arising from adverse changes in the value of assets due to fluctuations in interest rates, exchange rates, stock prices, bonds. This risk is usually referred to the unmanaged because its nature is associated with many factors (changes in the customs legislation, taxation, the actions of competitors, inflation, competition, etc.);
- operational investment risk – the risk associated with the probability of investment losses due to technical errors, which lead to failure and downtime of processing equipment, the emergence of defective products;
- functional risk – the probability of its emergence is associated with mistakes made in the formation and management of the financial instruments portfolio;
- selective investment risk – the risk associated with the wrong choice of types of investments;
- credit risk – its probability is associated with the inability of the borrower or guarantor to fulfill their obligation to pay interest on the loan. It includes: banking (direct) investment credit risk, deposit risk, risk of loan default (the risk of borrower`s announcement of default);
- construction risk – associated with errors in the design and estimation of documentation or bankruptcy of participants (contractors or subcontractors) and the increase in value of the property may result in the refusal of the investor to build;
- the risk of exceeding costs – due to changes in the original costs plan (usually for these purposes incidental expenses are provided);
- operational risks – risks associated with the operation and production activities of the enterprise;
- financial risks – risks that are associated with increased costs and, accordingly, with reduction in profitability, decreasing dividends and additional borrowing;
- risks associated with the market (implementation risks) – risks which may be the result of incorrect assessment of the market (its volume, segmentation), obsolescence of products or inconsistencies of its consumer properties. This kind of risk can be restricted. It is possible to eliminate it entirely by means of carrying out a detailed marketing research [3. p. 26].

It is necessary to consider all types of risks, analyze their consequences, and on the basis of these data to develop management strategies and measures to prevent and reduce the risk of investment.

Having analyzed the current status of the various enterprises of the Republic of Belarus, it was concluded that investing in any company, the investor is exposed to many of the following types of risks:

- inflation risk – the risk of loss of expected income and profits due to the uncontrolled growth of inflation;

- market risk – the risk of changes in customs legislation, taxation, with the actions of competitors, inflation, competition;

- operating investment risk – the risk associated with the probability of investment losses due to technical errors;

- credit risk – the probability associated with inability of a borrower or guarantor to fulfill their obligation to pay interest on the loan;

- risk of exceeding costs – due to the possibility of changing the original costs plan implementation;

- financial risks – risks that are associated with increased costs and, accordingly, with decrease in the profitability of enterprises.

As it has been noted and emphasized an investor investing his money agrees with the adoption of certain risks on its investment. Risks can range from minimum to maximum, and it is natural that the investor does not want to invest with a maximum investment risk. Various techniques to reduce this risk are developed. Unlike risk determining, in this case the level of overall risk is assessed, which is the sum of systematic and differential risks. The differential risk is the possibility of partial or total loss of the investment, which can be eliminated by combining different investment projects. The practice of foreign and domestic enterprises shows that for significant reduction in the level of this risk, it is necessary to invest temporarily idle funds in various investment projects, the results of which are independent of each other. In turn, the systematic risk is based on the impact of macroeconomic risk factors, which include the following: changes in interest rates, inflation, the rate of economic development, political stability, fluctuations in exchange rates.

The level of overall risk, of course, is an important indicator of the investment attractiveness and creditworthiness of businesses.

It is worth noting that understanding only of the economic nature of investment risk and a quantitative evaluation does not allow enterprises to effectively manage their investments. Therefore, in any organization ways and methods of influence on the level of risk with the purpose of its minimization are paid much attention to. Having studied the publications of domestic and foreign authors we suggest the following methods of influence on risk:

- price regulation. One of the most important ways to manage the project and the overall risk is the pricing strategy. Analysis based on the decision tree and simulation modeling are the main evaluation techniques by means of which interdependence between the product and the risk are determined;

- establishment and maintenance of provisions system at the enterprise. That is, the formation of such funds as a reserve fund, fund for uncollectible debt redemption;

- diversification of investment assets. Investing surplus funds in various investment projects which, if possible, are not affected by the same specific risk factors;

- detailed study of the terms of contracts for capital construction and other contracts;

- regulation of the optimal volume of sales of products, control of the state and use of productive capacity of the enterprise. This method allows a balanced approach to the development and approval of the production program based on current and anticipated level of demand, and it also enables to evaluate the effective volume of sales with the maximum use of enterprise capacity;

- development of appropriate guidelines (optimal values) of investment policy. I.e. the determining of the maximum dimensions of debt financing and safe term of receivables outstanding, risk level, and industry profitability, setting the minimum amount (shares) of highly liquid assets and maximum payback period.

Finally, one more important way to reduce the risks should be noted, namely the organization of continuous monitoring of the environment, the creation of an effective system of operational impact on the control object in order to reduce negative effects of the current and future changes of investment realization terms.

Thus, applying to these methods of investments risk reduction the company will be able to reduce overall risk and attract more investment funds for the implementation of its economic activity.

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THE DEFINITION OF THE HUMAN CAPITAL

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The development of the theory of the human capital within the limits of the western economic theory and the contribution of the scientists studying given subjects is considered. Thereupon the structure of the human capital and the generalised approach to its studying is presented as well as the influence of the capital on productivity.

Today there are no doubts that one of the most perspective directions of development of the economic science in the XXIst century is the theory of the human capital. More precisely, already in the second half of XXth century it became a visible achievement of the western economic theory. During the latest decades development of the economic theory is characterised by increase in quantity of the works devoted to problems of expanded reproduction of labour. But these aspects have invariably drawn attention of economists-theorists for several centuries.

Still A. Smith wrote that "the increase in productivity of useful work depends, first of all, on increase in dexterity and ability of the worker, and then on the improvement of machines and tools which they work with" [7, c. 382]. And K. Marx considered manufacture of the person – consumer manufacture – as the second kind of a social production [2, c.22].

In the conditions of scientific and technical revolution deficiency of highly-skilled personnel was formed. In the 50th years of the XX-th century the centre of gravity of researches was displaced from processes of use of available labour to processes of creation of qualitatively new labour. In the second half of XXth century in all developed countries the educational qualification has essentially grown. Considerable progress in development of intellectual productive forces, formation of impressive not eternal riches and dynamical development of is innovative-information sphere took place.

Observable economic shifts: change of proportions between the physical and immaterial capital in favour of the latest, reduction of a share of material benefits and increase in a share of services in gross national product, structural changes in cumulative labour were the reasons of registration of the concept and development of the human capital theory.

Its origins are were studied in works of U. Petti, A. Smith, D.S. Mill, Z.B. Sei, N. Senior, F. List, G. Sedzhvik, I. Fisher, A. Marshall and other economists of the latest centuries. In the second half of XXth century this theory was generated and developed within the limits of a neoclassical direction of the western political economy, in works of outstanding economists, representatives of so-called "Chicago school", – T. Schultz, G. Bekker's – the Nobel Prize winners, as well as B. Veisbrod, J. Mintser, Li Hanssen. Later the great contribution to its development has been made by L. Turou, F. Maklup, O. Nordhaus, J. Psaharopoulos, M. Blaug, S. Bouls, I. Ben-Poret, R. Leyard and other American and English economists.

As the pioneer of the concept of the human capital T. Schultz is recognised. In articles "Formation of the capital of education" (1960) and "Investment into the human capital" (1961) he has stated in the form of the a strict concept his vision of a new economic role of the person and their abilities in modern economy. G. Bekker's book "Investments into the human capital" (CUP, N.Y., 1964) became classics of modern economic thought. The approaches formulated in it form theoretical base for all subsequent researches in this area.

As a whole the concept of the human capital develops in the course of a neoclassical direction. But the set of analytical tools of neoclassical school is used by it for studying those social institutes which used to remain outside of the economic analysis.

Supporters of the given concept understand as the human capital as a set of productive abilities of the modern worker, on the one hand, and on the other hand – as costs of the state, the enterprise and the person on formation and constant perfection of these abilities.

Theorists of the human capital consider it in a narrow and wide perspective. In narrow sense "one of forms of the human capital is formation and as a part of the person this capital represents a source of the future satisfactions or the future earnings" [6, c.31]. In a broad sense the human capital is formed by investments into the person in the form of expenses for education and labour preparation on manufacture, on health protection, migration and information search about the prices and incomes. This is how G. Bekker explains the essence of this concept [1, c.89].

G. Becker's book has made a real revolution in the economy of work standing always in the economic theory some independently. It is necessary to note three most basic moments: transition from current indicators to the indicators covering all life cycle; allocation of "capital" aspects in behaviour of agents on a labour market; a recognition of human time as a key economic resource. Within the limits of the theory of the human capital the structure of distribution of personal incomes, age dynamics of earnings, an inequality in payment of male and female work and many other things received an explanation. Thanks to it the relation of politicians to expenses for education has also changed. Educational investments began to be considered as a source of economic growth, not less important, than traditionally understood capital investments in fixed capital [4, c. 32].

Thanks to the theory of the human capital it was possible to faster overcome the error that expenses for education are consumer expenses, to recognise their productive nature. Later all investments into the person provide considerable long-term economic benefit. Not less fruitful there were positions of the concept of the human capital about advantage and rationality of insertion of means by pupils and their parents in education and vocational training.

Unconditional merit of supporters of the human capital theory is that they have accurately defined individual economic benefit of education for a single person. Theorists consider an increase of a worker's income as the main result of economic return of education due to the advancement of their professional level. "The monetary income of education" is recognized as a difference in lifelong earnings of those who have different education.

T. Schultz was one of the first who calculated the sizes of the human capital in the USA in the early sixties by multiplying the cost of year training of each level (with the account of individual earnings) by the number of personal years of education which have been saved up by the population by certain time.

T. Schultz paid attention to vulnerability of the concept "The human capital": "The thought of capital investments in human beings seems inadmissible for some of us. Our values and belief do not allow us to look at people as on the capital goods, except for slavery, and it terrifies us. Thus, to consider people as riches which can be increased by investments, – means to conflict to deeply rooted values" [3, c. 304].

Depending on generalization degree of the human capital it is possible to designate following components in its structure: individual, collective and public. The first two are considered at microlevel, as human capitals of separately taken person and group of people united according to a certain characteristic: the company staff, members of a welfare group etc. Public component is a human capital at macrolevel, it represents all human capital saved up by a society which, in turn, is a national wealth part, a strategic resource and the factor of economic growth [5, c. 43].

The most generalised approach to definition of components of the human capital is J. G. Bychenko's approach according to which human capital looks structurally as follows [2]:

- 1) the biological human capital – valuable level of physical abilities to perform work operations, level of health of the population;
- 2) the cultural human capital – a set of mental abilities, erudition, capabilities, skills, moral qualities, qualifying training of individuals which are used or can be used in work activities, and legalise having the status and the power.

The biological human capital consists of two parts: one part is hereditary, another is acquired. During the whole life of an individual there is the deterioration of this capital more and more accelerated with the years (the death is necessary for understanding as full depreciation of health fund). Realisation of the investments connected with health protection is capable only of strictly limited development of the biological capital of a worker. Its main mission is to increase the period of the individual active ability to live.

The cultural capital is a language and cultural competence of a person, riches in the form of knowledge or ideas which legalize statuses and the power, support the established social order and hierarchy existing in a society. The cultural capital of the individual is characterised by the following features: intellectual culture (the intellectual capital), educational culture (the educational capital), moral culture (the moral capital), symbolical culture (the symbolical capital), social culture (the social capital).

Considerable expenses and various kinds of resources are necessary for reproduction of the human capital both on the part of an individual, and the society (official bodies, private concerns, a family, etc.). Underlining the similarity of such expenses to investments of other kinds of the capital, economists consider them as investments into the human capital. Sources of such investments are expenses of employers, budgetary expenses of the state, individual expenses of citizens [3].

Thus, it is possible to draw a conclusion that the concept «the human capital» has some interpretations and understandings, depending on the character of macroeconomic, microeconomic and/or sociological problems being solved. In the long term, strict differentiation and systematization of such problems will lead to

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corresponding differentiation and classification of interpretation of the human capital concept. In the current period the human capital is considered as a multidimensional economic phenomenon which is non-uniform, has the difficult internal structure, dynamically developing throughout the time. It also can be presented not only as individual, but also as the public capital of various individuals. The human capital is studied both at microlevel (individual), and at macrolevel (national economy). Thus at each level it is analytically divided into rather independent components which characterise various economic aspects of people's activity.

I even suppose that differentiation and classification of structure of the human capital is not possible without new discoveries in the field of studying a human brain and thinking processes. And now we are only at the origins of future discoveries in this area.

In order to operate the human capital successfully, the following set of parametres should be traced: education; qualification; the knowledge connected with work; professional abilities; psychometric characteristics; work skills; health of the employee.

It is necessary to notice that the presented parametres do not exist separately. The concept of the competence will allow us to structure an idea of the human capital.

The competence is a complex of knowledge, skills, abilities, basic qualities of the employee necessary for realisation of a specific target (function).

Taking into consideration that any post means the realisation of several key functions, we can say that any employee should possess a certain complex of competences in order to make an effective contribution to realisation of a company's business process.

Thus, we can have an idea about the necessary human capital and ways of development of the existing human actives, both within the limits of a separate post, and of the whole enterprise.

The problem of managing the human capital is connected with specificity of the active. The human capital is not reflected as a part of a company's actives as it does not belong to a company. In this connection, costs on training of the personnel and increase of its qualification by rules of the financial account are related with expenses. The solving of this problem is probably by changing the administrative account concept, and by referring these expenses to investments. In this case the company invests means in formation of key competences for its staff which will allow to reach the set aims.

Such an approach changes essentially the relation to the human capital as to an active, and assumes necessity of target development, an efficiency use estimation of an active, and measurement of achieved results.

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**MARKETING STRATEGY DEVELOPMENT OF MANCHESTER UNITED AS THE MOST
INFLUENTIAL FOOTBALL BRAND IN THE WORLD**

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The article is devoted to the marketing policy of Manchester United football club. In the article the questions of sports brand, IPO and marketing strategies for the development of FC Manchester United are examined.

Manchester United may be considered as the richest football club in the world and, mostly because its name is the most successful brand in the history of modern sport. However, the club is not resting on its laurels, and trying to realize even more successful marketing strategy.

According to the published results, annual income of Manchester United fell down by about 30%, mainly owing to transfer transaction, Worldeconomy reports. However, the club reported 6% growth of the operating profit, which, thanks to stable sales of team shirts and other goods amounted to 105 million dollars [6].

The amounts that Manchester United could earn by more active interacting with the fans, could significantly exceed receipts from sponsorship deals. Though the sponsors bring the club a lot of money: so far they provided the club's main income. Among the contracts of Manchester United there are a record agreement of the title sponsorship worth 80 million pounds with the company Aon, and the first of its kind agreement worth 40 million pounds with DHL.

These days the strategy of Manchester United is changing. Instead of global agreements with partners-giants club is tended to make bargains of sponsorship with companies that are focused on the markets of certain countries.

In recent weeks, Manchester United has successfully completed negotiations about several transactions with payment systems. This will allow the club to have income from its popularity directly. Manchester United will get money for the activation of the branded card when payments using it are made, and also in case of paying interest to the owners of cards [4].

In the client base of Manchester United there are 11 million people at the moment. These figures are comparable with the number of participants of the loyalty systems, Boots the Chemist, the largest British pharmacy network, and Tesco. It should be noted that entering the Chinese market, was "the most important part of commercial success of the club", the process was complex and very time-consuming. The Commercial Director of the club expects that in the Far East Manchester United has a huge potential, particularly, in the sphere of promotion of credit cards.

In addition, unlike Alex Ferguson, Richard Arnold is pleased by the relationships of Manchester United and massmedia: "there is nothing that would be less than two hours per week on TV in 80% of countries of the world".

Manchester United Supporters' Trust (MUST) remains dissatisfied by the position of the owners of the club, the Glasers towards the fans. According to the representative of the MUST – Duncan Drasdo, the problem is that the fans feel no involvement in the management of the club, "they feel that they are exploited". However, the owners of Manchester United, whose business model is mainly focused on further expansion in Asia, the ratio of organized fans hardly concerns. Moreover, according to recent polls, the brand Manchester United in the world in general is more popular than at home. And what concerns the personal sympathy of fans, the Glasers hardly had the illusion [4].

For the two last seasons Manchester United successfully went on the North American field twice, and, in addition, its managers performed the campaign of the opening of the chain of cafes in China very successfully. According to the current strategy, Manchester United should gain wide audience, turning his fans from all over the world into their buyers. According to this strategy, in the future, Manchester plans to make a tour to the Far East, during which the team will hold the games in China and Hong Kong.

"Manchester United has no difference from any other club": said the Director of Manchester United on advertising campaigns and marketing mark Goodfellow to the correspondents from the news Agency BBC. Manchester United needs to look for new sources of funds, and they always strive for strengthen their relationship with their fans. According to Mr. Goodfellow, currently worldwide there are about 75 million people, of which 23 million people living in Europe, 4,6 million – in the New world, of 40,7 million in Asia, and 5,9 million in South Africa fans of Manchester United. Fans of Manchester United are loyal to the club, and in any other business it would mean that the club has a permanent base of clients who buy from them again and again. However, in real life a football fan does not always agree to put his or her money for something associated with his or her favorite club. As a result, the club should answer the question, how it should build its relations with the fans in order to turn them into regular customers. [6].

Recently it has become known that one of giants of English football club Manchester United appeared at the stock exchange in order to place its shares. The primary price of shares is still unknown, Manchester United plans to place them on the New York stock exchange. In the documents filed with the SEC (securities and exchange Commission and the stock exchange), it is indicated that a football club is planning to attract approximately 100 million dollars after the sale of shares, that will finance the debts of the Manchester United.

In addition, the club does not hide their poor financial status and the fact that dividends will not be paid. It is well known that the shares of Manchester United have already been quoted on the London stock exchange from 1991 to 2005. But after that fact that the rightful owner of the club became the family of an American billionaire M. Glaser (which in the summer of 2005 brought its stake up to 97%), documents were removed from the quotations. The new owner decided to give the club status of a private corporation [3].

New IPO (initial public offering) was originally planned to hold at the Singapore stock exchange and to attract 1 billion dollars. Apparently, the club relied on many of the fans Manchester United, who appeared in Asia after the exhibition performances of the famous club.

Economics

Later, however, plans changed. Unsuccessful placement of Facebook shares at NASDAQ, which just in two weeks lost a third of their value, falling from 38 to 29 dollars per share, discouraged many people. Therefore, Manchester United had to adjust its plans to the more conservative values.

The club and the financial consultants of the Manchester United now have a very difficult task – on the one hand, it is desirable to get the planned maximum amount – not less than 100 million dollars (but better 300 – 400 million dollars) from the sale of shares, on the other hand – it is highly undesirable to be placed on the upper limit of the price range (as in the case of Facebook), as this may lead to a rapid collapse in prices.

The care concerning future stock quote football club may seem strange to a wingside spectator. What can be easier – to enter the stock exchange, to sell shares and to receive their money. The club can pay players and return the debt. What happens next is not so important.

But actually this is the wrong opinion. Usually the company supplies the exchange with not all issued shares, but only some of them – for example, 15 or 20%. The rest documents remain at the disposal of the owners. This is done for several reasons. First, if you sell the IPO all shares immediately, the club owners will be a great amount of holders of such securities, and there will not be controlling shareholders. In other words, those people and companies who previously owned the club, in this case cease to control the business.

The second issue is connected with the fact that it is easier to sell a small number of shares than the great, as a proposal will reduce the quotations of securities. And the third point is that the reduction value (capitalization) of the club and its brand are very undesirable. If, for example, the club will need bank loans, they can be secured by the shares of the club. But if the shares fall in price to a certain minimum level, the bank in order to avoid losses will start to sell mortgaged securities – that will bring down the capitalization of the football club.

From the point of view of sport economics, exit "Manchester United" to the IPO is a very interesting and significant fact, which is likely to become a renowned landmark for the top clubs – including Belarussian. A social portrait of investors willing to buy shares of the football club with no prospect of receiving dividends is rather interesting [3].

Manchester United is the most expensive sports brand in the world, reports Marketing Week, citing a research conducted by Brand Finance. According to the research, the value of the brand Manchester United from 2005 to 2011 increased by 109% and amounted to 412 million pounds sterling. Brand Finance links the growth in brand value with the successful policy of its owners – the Glasers [1].

The global economic crisis will not affect the "Manchester United", say the owners of the club – the Glasers. The debt of the Manchester United is 660 million pounds at the moment.

According to the representative of the Glasers, revenue from commercial activities are increasing and is the key to financial stability.

The title sponsor AIG was struck down by a credit collapse in the United States, its future remains uncertain. The management of the Manchester United states that 14 million pounds a year, derived from that company, are just a small part of their income [2].

In 2011, the annual income of the club was a record – 110 million dollars pounds. The club has signed more than 20 contracts with world-renowned brands, including Nike, Aon, Audi and DHL.

This year the club's owners intend to hold initial public offering (IPO) "Manchester United" on the Singapore exchange. According to Brand Finance the cost of brand Manchester United makes 20% from cost of the club declared for IPO (2 billion pounds).

As reported by The Sunday Mirror, on the Singapore exchange the Glasers are planning to sell up to 25% of the shares in the club. The Glasers intend to put revenues from the sale of shares for payment of debts of the club, which reached 308 million pounds sterling this year.

After the victory in the Championship of England in the 2010-2011 season, Manchester United was recognized as the most successful English club. Manchester United became the 19-fold Champion of England, ahead of Liverpool, which for a long time had the status of the most titled club of the English Premier League [1].

If to rely on the support of the fans, there is strange logic of the owners of Manchester United, entering the stock exchange in New York. It is known that in the United States a quite different kind of sport is called as football. And there are less fans of other «soccer» than of American football. In this sense, any of the Asian sites would be more preferable. But this is only speculation, because we are not aware of the results of preliminary measurements of the market and marketing research [3].

In the UK Manchester United recently signed a new four-year contract with its sponsor – Vodafone worth 36 million pounds. The team plans to invest in the expansion of its stadium Old Trafford, increasing its capacity, and income from ticket sales. Currently Manchester United has submitted a petition to increase the capacity of the stadium up to 7 800 seats.

According to Goodfellow his team uses the Internet sites ManUtd.com and Mu.tv, a special website in Chinese language, TV station MUTV and mobile phones MU Mobile. In addition, the club may contact with their fans with the help of the club cafe, club credit cards, as well as with the help of the items such as books, calendars, magazines etc. Club has launched its international network of credit cards. For example, it has recently begun to work in Malaysia [6].

According to Mr. Goodfellow, marketers of Manchester United want to learn how to understand the essence of the relationship of fans with their club, their needs, and the essence of their interest in the club. According to him, Manchester United is planning to "learn" up to 6,7 million people. To achieve this, the club must make a customer base that can grow in the online mode. Also it is planned to create a system that would allow the club to manage promotion for 40 different goods and services through various channels of distribution.

Mr. Goodfellow notes the role played by his long term partners in establishing contacts between Manchester United and its fans from around the world. According to him, when choosing sponsors Manchester United was guided, in particular, on the extent of their presence in the global market. So, Manchester United cooperates with the American company Nike for 13 years, which not only produces sports goods under the brand name of this club, but also provides the work of football schools. Some people believe that football school is not in the tradition of Nike. However, this company really knows how to organize the event, helping fans to communicate with his favorite football club.

In addition to Vodafone and Nike, Manchester United supports stable relations with another eight companies. The most important thing is to make sure that the club will not exploit their fans, simply selling them its goods. The "Manchester United" has a long-term strategy of interaction with their fans, and its realization is the main task in the coming years [6].

Experts estimated sports brands by order of licensing.biz and came to the conclusion that in 2012 there were not ones equal to Manchester United.

The Independent quotes the words of one expert, who called the Manchester United the only global football brand in the UK". The club received such a high evaluation owing to numerous advertising and sponsorship contracts, the successful promotion of products under the brand of Manchester United and name recognition. Among the partners of Manchester United club there are corporations such as Bwin, Toshiba Medical Systems, Santander, MBNA and Fuji TV. In the season – 2014/15 on the shirts of players Manchester United advertisement of Chevrolet (General Motors) will appear which is bringing to the club 357 million pounds.

In the General rating of the sports brand Manchester United lost only to the brand of London Olympic Games 2012. Third place went to the brand of the England Rugby [5].

In any case, for the fans all over the world and for managers of football federations of the upcoming IPO Manchester United will be a significant event. But still football community and specialists in economy sports should observe the subsequent dynamics of the rate of shares, reports from the club, the behavior of new shareholders more closely, as they will vote at General meetings and how it will affect the income of the club and the salaries of the players. The experience can be taken into account in the organization of domestic football clubs and federations, which also may subsequently become joint-stock companies.

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THE ROLE OF THE STATE IN THE FORMATION OF A QUALITATIVE LEVEL OF HUMAN CAPITAL IN THE REPUBLIC OF BELARUS

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The article considers the theoretical aspects of the "human resource" concept, analyzes the approach to the formation of the human capital of the labour resources, the role of the state in the formation of the human capital of the workers.

Today the system of state management in the Republic of Belarus has entered a new qualitative level to improve the quality of life and improve the welfare of Belarusian citizens. Currently, great attention is given to defining the place of human capital in the economy, as one of the key elements of the national wealth. It is necessary to notice that the human capital is formed, first of all, through investments in education, health, business capability. At the present stage of the socio-economic development, the labour resource is the same resource as the material, technical, financial resources of the organization.

However, in contrast to these resources, the labour ones have fundamental differences, among which are the following:

- material and technical resources tend to fall over time due to wear and tear; human resources eventually tend to rise in price in connection with the possibility of increasing the qualification of the work, the experience;
- an employee may terminate the terms on which an enterprise/organization assumes his/her use;
- the employee has the right to leave on his own accord, to strike;
- the employee may not only improve their skills, but also undergo retraining;
- the employee may decide the question of admissibility of the activity, therefore, the employer must constantly motivate and encourage them to work.

From all the above, it can be concluded that the labour resource has significant distinctive feature of intelligence, that is, the presence of its own human capital.

The formation of this capital came along all the way of the development of the «human resource». In this case we say «human resources» as a notion of labour resource will be discussed only when it can be regarded as a labour force. However, the formation of the future labour resource was taking place at the stage of the primary education. Therefore it would be useful to introduce the concept of «human resources».

Thus, human capital is the main source of the formation of the human resource in the first place, and only then of the labour resource of the state. The qualitative level of the human capital of a worker lies in the basis of his/her competitiveness on the labour market. However, at the present stage of the socio-economic development of the labour market, we face a number of problems which allow us to speak about the irrational use of the human capital of the available workforce. In this context, we can identify the following problems of the labour market of the Republic of Belarus:

1. The excessive amount of the personnel within the individual enterprises/organizations due to the poor personnel policy and management;
2. The imbalance of demand and supply of the workforce according to their professional and skilled components;
3. The expansion of the scale of the informal employment and unregistered unemployment;
4. The workers' lack of interest in their qualification improvement in most cases which develops both due to the absence of the additional incentives on the part of the employers, and due to the lack of competitive approaches during the process of their labour activity.

All this means the inefficient use of the human capital of the labour resource, into the formation of which the state means have already been invested. Thus, both the formed human resource being not employed in work and the labour resource being used irrationally, do not function to full effect to the state, while they still remain the expenditure item of the budget.

Ensuring the productive employment in the conditions of a more rational use of the labour potential of the employees with regard to the individual professional abilities of each person should become a strategic goal of the state policy in the labour market. At the same time, all measures aimed at improving the efficiency of work must be accompanied by the reduction of the excessive employment in manufacturing.

The most important investments in human capital are the investments in health, education and social education of the future workforce.

Let's analyze the structure of the expenditures of the state budget of the Republic of Belarus on holding the social events in the studied areas (table 1) [1, 2, 3].

Table 1 – Distribution of the expenditures of the state budget of the Republic of Belarus

Year		Figures			
		Education	Health	Social policy	Total expenditures of the state budget
2012	(million rubles)	4 617 383	3 791 185	8 856 635	92 771 972
	%	4,98	4,09	9,55	100
2013	(million rubles)	6 636 608	5 348 468	8 307 693	121 720 313
	%	5,45	4,39	6,8	100
2014	(million rubles)	6 599 295	5 745 927	9 825 318	128 594 106
	%	5,13	4,47	7,64	100

Source: Data provided by [1, 2, 3]

On the basis of the obtained data, we can conclude that the expenses in education, health and social policy in the Republic of Belarus are insignificant, making only 5%, 4%, 8%, respectively of the total expenditures, but there is a positive trend to increase spending on health and social policy.

However, the educational sphere got less finances in 2014 than in 2013, while increasing the total amount of spending. Meanwhile, the increase of the qualitative level of general and specialized education of the citizens allows not only improving the quality of the workers' knowledge, but also the volume and the quality of human capital of the state. Additional investments in higher education will contribute not only to the formation, but also to the improvement of the work quality of the highly qualified specialists, whose work will ultimately have the greatest impact on the economic growth of the state.

Alongside with the education, the investments in health are very important. Additional funding will provide the reduction of the morbidity and mortality rate of the labour resources and the extension of the able-bodied age, and as a result, the period of functioning of the human capital.

Thus, the state has broad opportunities to influence both the production and reproduction of human capital directly and indirectly. In this process, a state may use not only the forced measures but also the motivating ones. The examples of the forced measures may include the following: obligatory initial basic education, compulsory medical check and others. By means of the motivating measures the state can influence the incomes of those who independently strive to improve the quality level of their human capital (tax privileges and subsidies). Moreover, the state can participate both in the price regulation for the acquisition of the labour resource with the human capital accumulated in it, and in the price regulation for other used resources.

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EXISTING METHODS OF CALCULATION OF THE POPULATION INCOME IN THE REPUBLIC OF BELARUS

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Scorecard shows the calculation of household income J. Hicks. The paper presents a methodology for calculating income from entrepreneurial activity.

One indicator of the market economy that helps to assess capacities of a person or family is income. Income determines the degree of satisfaction of human needs, his political beliefs.

The level and quality of life depend largely on the amount of income, so the study of this phenomenon appears to be pressing for more detailed consideration. Incomes may have natural or cash form.

Economics

Organic revenue is in the valuation of in-kind income from personal subsidiary plot, the goods and services consumed without any compensation, payment of goods.

Money income of population is the sum of money received by households for a certain period of time and which are intended for the purchase of goods and services for personal consumption. Total cash income form is more common than natural, but poor layers of the population share of natural income is higher than that of the rich.

In our time the definition of income proposed by the English Economist J. Hicks: income is the maximum amount that can be spent over a period of consumption, provided that the shareholders' equity of an entity will not decrease during this period.

According to J. Hicks's concept indicators of the income of the house farms, reflecting various stages of process of distribution of the income are estimated:

- primary income;
- located income;
- the corrected located income.

The Primary Income (PI) of house farms is the income gained by this sector of economy as a result of initial distribution of a value added: the compensation, the mixed income, net income from property, and also profit and the income equated to it from the housing services rendered for own consumption by the owner of housing occupied by it. Net incomes from property are defined as the difference between the sums of gained and paid income. It should be noted also that the compensation indicator in this case includes a gross salary of hired workers and expel of employers on social insurance.

Not all primary income can be directly used by house farms on consumption or savings. The part from them is transferred in a type of the current taxes on the income and the property, obligatory assignments on social insurance, donations, penalties, etc. in other sectors of economy. On the other hand, takes place and a counter flow of the current transfers from other sectors to house farms: payments of social character (pension, grant, grant, etc.), insurance premiums and compensations, etc.

Primary income corrected on balance of the current transfers, forms the located income of house farms:

$$LI = PI + CT, \quad (1)$$

where, PI – primary income; CT – balance of the current transfers, defined as a difference between the current transfers received and paid by other sectors of economy.

The national income estimated, taking into account the balance of current transfers, received and transferred abroad, represents the located national income – a macroeconomic indicator which along with indicators of the national income can be used when carrying out the complex analysis of a standard of living of the population and state of the economy of the country (free services of healthcare institutions, educations, cultures, etc.). If the sum of such receipts called by social transfers to add to the located income, it is possible to gain corrected located income of house farms:

$$CLI = LI + ST, \quad (2)$$

where, ST – social transfers in the natural form, received by house farms from state bodies and the non-profit organizations serving house farms.

The corrected located income of house farms allows determining more precisely the volume of their final consumption taking into account received social transfers. Such specified indicator of consumption is called as the actual final consumption. Determination of its size is especially actually in the conditions of economy reforming. Upon transition to the market many services of social character which were provided to the population free of charge earlier, gain market character. In this regard the increase in expenses at the final consumption even advancing growth of consumer prices, cannot be accompanied by the actual increase in consumption because of sharp reduction of volume of the social services received free of charge. Thus, for an assessment of a standard of living of the population and the analysis of its dynamics from all listed indicators of the income now the indicator of the corrected located income of house farms is represented to the most preferable.

There are two types of distribution of the income: functional and vertical. Functional distribution of the income – is caused by property on production factors. And the vertical one is generated by state intervention to the sphere of distribution and redistribution of the income. Therefore there is a property hierarchy of the income.

The inequality of the income can reach huge scales and create threat for political and economic stability in the country therefore practically all developed countries of the world are compelled to reduce constantly a gap in the income of various groups of the population.

It is possible to estimate degree of unevenness of distribution of the income between house farms more visually, having constructed a curve of distribution of the income, called by name of the American economist M. Lorentz.

From the development beginning in the Republic of Belarus the business activity connected with cooperative activity, privatization, development of small business, the statistics of business started being formed.

Its main object is the enterprise (legal entity) or the certain natural person who independently carries out the activity on the territory of the Republic of Belarus, submits to laws and subordinate regulations of this state.

On the economic essence business belongs to such kind of activity that pursues the aim to gain income at the expense of own or borrowed funds, and also by the mediated participation in such activity (an investment to the capital).

Business activity is the independent activity of natural persons which is carried out by them on its own behalf, on the risk and under the property responsibility and directed on systematic obtaining the income from using property, sales of the things made, recycled or acquired by the specified persons for sale, and also from performance of work or rendering services if these works or services intend for realization to other persons and aren't used for own consumption

The method of calculation of the income from the business and other activity which is brought in the income is presented in the table.

Table – Methods of calculation of the income from business and other activities according to the main income items

Income item	Description	Formula
<i>Income of individual entrepreneurs – payers of a uniform tax</i>	pay off on the basis of the sums of the uniform tax paid by individual entrepreneurs and coefficient of a ratio of the paid taxes to the income of the individual entrepreneurs, defined by an expert way	$U_e = \frac{N_e}{K}$ <p>U_e – the income of individual entrepreneurs – payers of a uniform tax, million rubles; N_e – the sum of the paid uniform tax, million rubles; K – coefficient of a ratio of the sums of the paid taxes to the income of individual entrepreneurs</p>
<i>Income of the individual entrepreneurs applying simplified system of the taxation</i>	pay off on the basis of the individual entrepreneurs given about sales proceeds applying simplified system of the taxation, and to the sum of the taxes paid by them, and also wages fund of workers of a list and not payroll and the external part-time workers given about profit, a loss from realization of goods, production, works, services	$U_y = \frac{N_y}{Y_n} \times 100 \times \frac{Y_d}{100}$ <p>U_y – the income of the individual entrepreneurs applying simplified system of the taxation, million rubles; N_y – the sum of the paid tax at the simplified system of the taxation, million rubles; Y_n – the specific weight of the sum of the paid tax in proceeds from sales of the individual entrepreneurs applying simplified system of the taxation; Y_d – the specific weight of the sum of a wages fund of workers of a list and not payroll and external part-time workers</p>
<i>Income of the individual entrepreneurs applying fixed taxation order</i>	pay off on the basis of the sum of the income tax paid by individual entrepreneurs and a rate of income tax	$U_n = \frac{N_n}{C} \times 100 + S$ <p>U_n – the income of the individual entrepreneurs applying a generally established order of the taxation, million rubles; N_n – the sum of the paid income tax, million rubles; C – a rate of income tax, percent; S – the sum of the tax deductions provided by tax authority to payers of a tax at calculation of the sum of income tax</p>
<i>Income of natural persons from the business and other activity which is brought in the income, includes the income of natural persons from independent employment</i>	pay off on the basis of summary statistical data on the average number of workers, wages fund of workers of a payroll, profit, a loss from realization of subjects of small business (a form 1-megapixel and 1-megapixel (micro)) and the number of independently busy natural persons (data of selective inspection of house farms and balance of a manpower)	$U_c = \sum_i \frac{V_i}{R_i} \times N_i$ <p>U_c – the income of natural persons from independent employment, million rubles; i – types of economic activity; V_i – the sum of a wages fund of workers of a payroll and profit, a loss from realization of goods, production, works, services of subjects of small business, million rubles; R_i – the average number of workers of subjects of small business, people; N_i – the number of independently busy natural persons, people.</p>
<i>Income of natural persons from the business and other activity which is bringing in the income</i>	include the income of natural persons from the activity which hasn't been connected with the basic and an occasional seat of work	$U_d = \sum_i Z_i \times P_i$ <p>U_d – the income of natural persons from the activity which hasn't been connected with the basic and an occasional seat of work; i – types of economic activity; Z_i – the nominal added average monthly salary of workers of subjects of small business; P_i – the number of the natural persons who had the income from activity, not connected with the basic and an occasional seat of work</p>

Source: Own study based on [1, 2, 3, 4, 5]

The purpose of enterprise activity is production and the offer to the market of such goods on which there is a demand and which brings in to the businessman the income. Implementation of business activity at effective level is possible only in the presence of a certain public situation — the enterprise environment which is understood, first of all, as the market, market system of the relations, and also a personal liberty of the businessman, i.e. his personal independence, allowing to make such enterprise decision which, from his point of view, will be the most effective, effective and the most profitable.

Income plays very important role in life of each person as they are a source of satisfaction of numerous needs of people. Level and quality of life also depend on the population income.

Despite a variety of sources of the income nevertheless the main components of the monetary income of the population are compensation, the income from business activity and property, and also social transfers

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ECONOMIC REGULATION SYSTEM IN MAJOR LEAGUE BASEBALL AS THE MOST STABLE IN PROFESSIONAL SPORTS

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The article is devoted to the economic model of MLB. The article considers the issues of income in the League, operating income and profit for all clubs and the league in general, the salaries of the players, the collective agreement and the luxury tax in Major League baseball.

Baseball League in the United States was the first organization that developed a set of rules regulating economic transactions. Subsequent organization of American football, hockey, basketball, European football and other sports just adapted the rules of baseball League in accordance with their specific situation. Cartel rules in each of these sports changed with time under the influence of competition with other leagues, the emergence of unions of players, changes in legislation concerning leagues, judicial proceedings and fraud cases among cartel members.

MLB is one of the major professional sports leagues in the USA and Canada. It consists of 30 teams – 29 from the USA, 1 from Canada. Together with the International Federation of Baseball MLG organizes the World Baseball Classic. With an average attendance of 30,352 people per game, MLB is one of the five sports leagues around the world with the highest average attendance after the NFL, the Bundes League, the Australian football League and the Premier League [4].

There also were changes in response to technological innovations inside leagues, such as the system of fan clubs invented by Brunch Rica and legal way to reduce the tax from the property of teams worked out by Bill Vick, or in response to innovations from outside, such as the emergence of radio and pay-TV. Davis presented the evolution of the rules of baseball League as a response to these factors [3].

Following the example of organized baseball, all professional sports leagues introduced restrictions in the markets of resources and product, including providing teams with monopoly rights to represent League games within specified geographical areas and the adoption of the rules of distribution of fees and income from television and radio broadcasts. Also there are rules regulating the entry of new teams into the League and the sale of the existing teams or transfer of a team to another geographic area.

Especially important are the restrictions of mobility of players in the contract in paragraph stipulating the right of "retention and transition" of players. Special reservations cancelled this paragraph for veterans and introduced special rules of recruitment controlling and monitoring the rights of new players. For over a century the paragraph stipulating a right of retention was formulated in baseball so that a player, signing the first contract with the team, had to play for this team for all the rest of his playing career, or until the contract was sold (in this case, he was obliged to play for the team, which bought the contract) [3].

Until the mid-1980s, MLB was considered a model of sports business in the USA. Its huge popularity in the country, the exclusion from the antitrust laws, a busy calendar of games – 162 matches in the season, large stadiums contributed to it.

Financial condition of baseball clubs has always been the most stable in the world of professional sports of the United States, which was confirmed by the data about high attendance of matches of MLB. Taking into account that MLB teams have 162 games a season, and relatively big capacity of baseball stadiums, attendance is one of the important indicators of the economy of baseball. The League is taking active efforts to improve attendance which results in the steady tendency of its growth.

However, with average attendance of 26,6 thousand people per game stadiums were filled only 50% of their capacity. Not by accident the contract of a well-known in the country baseballer R. Jackson with the team «Oakland Athletics» ensured for him the payment from 15 to 30% from each ticket sold after the attendance of the stadium exceeded 1,6 million viewers [1, p. 126].

In the late 90s practically all the teams of MLB had attendance of more than 1 million viewers a season.

Like other Leagues of professional sports, MLB implements the program of preliminary sale of tickets in the form of a season ticket. The share of these tickets in different teams ranges from 10 to 40%. According to this indicator, MBL is much inferior to the NBA and NHL. However, it should be noted that the capacity of the stadiums of MLB is 2-4 times higher than the palaces of sport, in which basketball and hockey players compete. Therefore the number of season tickets being sold in these leagues in absolute figures is almost the same.

The price of season tickets to the games of MLB teams has wide fluctuations and depends on the comfort of the place and city where the team plays. Prices of one-time tickets also have wide fluctuations caused by the same factors.

Since 1989 the so-called sponsorship programme aimed at attracting spectators to the stadium in League is in action. Eight largest corporations in America, including Coca-Cola, IBM, Chevrolet and others transferred 1 million dollars to MLB, having received 10 thousand seats at baseball stadiums in the country, which they use at their discretion. As in other team professional sports, managers of firms and corporations add expenses on purchase of season tickets, rent of boxes at the stadiums and the sponsored programme to the article «business meetings» i.e. that is done at the expense of the budgets of these companies.

With an average ticket price of approximately 9,50 dollars in 1989 income from ticket sales was approximately 525 million dollars. The revenues of the teams ranged from 10 to 25 million dollars. In 1994, the income from ticket sales reached 750 million dollars and ranged from 12,7 to 48,9 million dollars. Average ticket price increased to 10,65 dollars.

Revenues from television until the 80s did not exceed 20% of the budgets of the teams, and most of the matches were broadcasted only by national TV companies. In 1983, MLB signed a six-year agreement with NBC and ABC on 1,15 billion dollars, which gave each team of the League guaranteed income to the amount of 7 million dollars a year [1, p. 127].

In 1988 MLB signed a new four-year contract for 1989 to 1993 with CBS to the amount of 1,06 billion dollars, according to which the League annually received 375 million dollars, or 14,4 million dollars per team. According to "Financial world", revenues of teams from television fluctuated in 1994 from 11 to 54 million. At the same time clubs have the right to conclude agreements with other broadcasters, in particular with cable ones, to broadcast the Olympic Games, which are not included in TV-contract with CBS and ESPN. Thus, in 1989 the team "New York Yankees" signed 12-year contract with the cable television station "Madison square garden" of 500 million dollars and, since 1990, has been receiving the average of more than 40 million dollars a year. If you sum up the income of this team from the ticket sales (attendance of about 2,6 million people) and from television, they amounted in 1999 to about 90 million dollars.

The question of income from local and regional television is now a serious concern among heads of teams, which are located on a small TV market. According to the representative of "Pittsburgh Pirates" D. Danforta, if one team in the League has 3,5 million from the local television and the other 50 million dollars, then there will be no competition in the League without solving the problem of the even distribution of these revenues between all teams in the League. However, only the financial crisis may force owners to take this step.

Significant source of revenue for baseball teams is revenues from concessions of stadiums. For example, at the stadium of the team "Cincinnati Reds" in the middle of the season they sell beer to the amount of about 4,5 million, of which 1,5 million go to the budget of the team. At the same time the prohibition of beer sales at the stadium of the team "San Francisco Giants" by the local authorities reduced the income of this team by almost 1 million dollars.

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In recent decades, commercial licensing activity of the League and teams has intensified. Before 1987 this activity was carried out by teams. Then the Commissioner of the League P. Ueberrot decided to monopolize the licensing activity, guaranteeing the owners of all the clubs to increase their income significantly. In 1990 it brought the League 70 million dollars, which were distributed between the teams.

If we summarize all income items of baseball teams, including commercial licensing and advertising activity, in the middle of 90s the League earned more than 1,6 billion dollars a year, or more than 60 million dollars on average per team. In 1999, the income of the League already amounted to 2,5 billion dollars [1, p. 128].

In the 90s the income from stadiums has sharply increased. Many teams rent stadiums. However, the agreement states that income from the sale of boxes goes in the budget for the teams, so many teams in together with the owners of the stadiums started their reconstruction building new boxes. Their rent is from 30 to 200 thousand dollars per season. Some stadiums have several dozens of such boxes. For example, at the stadium "Ball Park" in Arlington, where "Texas Rangers" play, there are 122 such boxes. Not accidentally we observe such a large variation in income from stadiums from 3,9 million in Pittsburgh to 22 million dollars in Chicago.

The main item of expenditure part of the budget as in other leagues is the players' salary. Here is a five-year contract of B. Bonnilla signed in 1991 worth 29 million dollars. When signing he received compensation or the so-called bonus at the rate of about 1.5 million dollars and the salary was the following: 1992 – 5,5 million; 1993 – 5,6 million; 1994 – 5,7 million; 1995 – 4,7 million and 1996 – 4,5 million dollars. In addition, the contract stipulated additional fees: 100 dollars thousand for the title of "Most valuable player of the League", 1 million dollars for the title of "Most valuable player".

In 1992, the average salary of a baseball player for the first time exceeded 1 million dollars, but it varies greatly in teams. In 1994 the largest sum allotted for the salary was in team "New York Yankees" – 53,2 million and "Atlanta Braves" – 49,4 million, while the smallest – in "San Diego Padres" – 15,4 million dollars. Variations of an average salary constituted 650 thousand dollars in team "San Diego" up to 1,8 million dollars in team "New York Yankees" with an average salary of 1,2 million dollars a year in MBL in 1994.

The owners of the teams believe that they overpay to the players and this may lead to the ruin of their clubs. In J. Scully's judgment, a signal of distress is a situation when the share of salaries of players in MLB teams is more than 35% of the total revenues. We cannot agree with this conclusion. In 1996, according to the Association of players in the League, average wage was 55% of total revenues of the teams, and the destabilization of the baseball market did not happen [1, p. 128].

In 1998, the average salary of baseball players in MLB was 1,45 million dollars a year, and annual payroll team the "New York Yankees" – 63,2 million dollars, with three players of team "Chicago White Juice" and G. Sheffield from "Florida Marlin" received 10 million dollars.

Along with basic salary within contract many baseball players receive various awards: for the title of most valuable player of the League, for his inclusion in the team of the "stars", for the records of the League etc.

Great importance in the issue the growth of wage has baseball players' right to go to arbitration. According to many studies, providing players with the rights of arbitration has played a great role in the growth of wages in MLB.

The wage level of the trainers as in other leagues is significantly lower than of the players. In the aforementioned team "New York Yankees" the sum spent on the coaching team of 6 people in the early 90s was 1,3 million dollars a year, including the salary of the chief coach Lou Pinnelli in the amount of 400 thousand dollars. And although in the late 90s compared to the early 90s the salary of trainers increased 1,4 – 1,8 times, it is still several times lower than the salary of players.

Among other expenses are the following: administrative, transport, payment for rent of the stadium, purchase of equipment and forms, pension Fund, health care, insurance of baseball players, maintenance of the farm-club in minor League and others.

One of the major items of expenditure are the administrative costs that tend to increase directly in proportion to the growth in total revenues. In the mid-70s, they were about 14% of the total expenditures, and at the end of 90s increased to 25%.

As in ice hockey, some teams of MLB have their farm-clubs in the lower baseball leagues, which requires significant expenses for their maintenance. For example, in the late 90s MLB teams with farm-clubs beared the following expenses: purchase of baseballs (1200-1500 pieces per year), bits (300 to 310 pieces), and a per diem allowance for meals in the amount of 15 dollars to 18 players during guest games, and also the costs of their accommodation. In total, these costs were 1,5-2,5 million dollars a year.

And although these lower leagues remain the principal reserve of new staff of MLB teams, the last, spend more money on payment to scouts, who search for talents. So, in the late 90s teams of MLB contained on average 35 scouts in a team, not counting the Central scout Bureau, which also has employees in Canada, Puerto Rico, Mexico and other countries [1, p. 129].

In MLB there is luxury tax and income distribution. Once, in the second half of the nineties owners of teams suddenly got afraid of property stratification. To solve the problem authoritative committee was convened. The experts came to interesting conclusions.

It turned out that since time immemorial the main income of baseball organizations has been coming from their local sources: from ticket sales, merchandise and local cable companies that broadcast the matches to the region. It is fundamentally different from the policies of the NFL, for example, where the main funds come from the national TV.

If a club has a large market, as New York, Chicago or Los Angeles revenue will be considerable.

To solve the property issue, the committee proposed to share the profits (there could be no question about introducing a ceiling of salaries for the players, as they remembered the strike of 1994). So clubs which earned more money should pull their resources to support those who remained with their own or even suffered losses [2].

The new collective agreement fixed this practice. In 2003 there appeared another tool to help the poor – luxury tax. It was to be paid by clubs which spend more than a certain sum on salaries. The League began with 117 million, then the number after which tax is levied only increased and today, it is approximately 178 million dollars.

But gradually from the total mass there began to stand out the so-called voluntary outsiders that did not set the goal to get into the playoffs even in the foreseeable future. These clubs are "Pittsburgh Pirates", "Florida Marlins", "Kansas City Royals", "Washington Neyshenels", "Baltimore Oriels". You could continue the list, but these most prominent representatives of the new class are not going to invest money in improving their game, they only rely on handouts from the wealthy.

It is much more profitable to have a salary sheet of about 40-60 million, and as much, if not more, to gain from total capital, and not to sell a single ticket. Although in the contract it is written that the money obtained from division of aggregate income should to be spent on «improvement of the performances on the field», no one does it because of too vague wording.

The economic model of MLB does not encourage clubs of small markets. It is impossible to build something like "San Antonio Spurs" or "Pittsburgh Penguins" – dynasty, if there is no couple of hundred million for salaries. Of course there are uncommon examples as "Tampa Bay Raise" in 2008. The team also does not pay their players fabulous sums, but it managed to get into the World Series [2].

Problems in the League are not only from above but also from below, and no half measures here will help. The way-out is very simple: the ceiling and necessarily floor of wages, but it can be extremely difficult. Trade Union of players will not agree to restrictions.

Speaking about the economy of MLB, it should be noted that the main competition of the League is to the so-called "World series" tournament, in which the teams-winners of the National and American leagues participate. The title of the strongest team of the League is played out in a series of 7 games. In popularity in the USA they are second only to the Super cup in football, although income from them is even more. Thus, the revenues from ticket sales are more than 10 million dollars. Of interest is the system of distribution of income from ticket sales for the games of World Series: 60% of the income from ticket sales for the first four games go to the pension Fund of players, remaining 40% are divided between MLB and the two teams playing. Income from ticket sales for the last three games is divided only between the League and the two teams. Players of the winning team receive more than 150 thousand dollars [1, p. 129].

Despite the huge profits some owners of MLB teams continue to claim that they are suffering losses. However, experts refute these statements. According to economists, in the late 90s most of the teams had profit ranging from 10 million to 25 million dollars a year.

The League would not have taken a decision to increase the number of teams to 30 if both teams suffered losses, and the owners of two new teams paid admission fee of 95 million dollars (for comparison, in 1961 such contribution for new teams was only 2,1 million dollars), i.e. if a new team today wants to play in the League it needs at least 140 million dollars in its first season. Another argument against unprofitability of teams is the growth of their cost. If in the mid-80s the leading baseball clubs were estimated at 60-70 million dollars, in the late 90s – 150-600 million dollars. Many owners of teams believe that the team reasonable to keep a team for 10-15 years and then sell it. Considering that the cost of teams is raising sharply, this operation brings the owners big profits [1, p. 129].

Summing up the results of economic activity of MLB, it can be stated that the baseball business in the United States continues to strengthen its position. Due to large capacity of baseball stadiums the main source of income in many clubs continues to be selling tickets for the games. In the 80-90s the incomes of the clubs and the League have increased significantly due to profitable contracts with TV. However, further significant increase in the income from this source is problematic; therefore, the leaders of the League and the clubs are making efforts to intensify the licensing, advertising and sponsoring activities.

A main item of expenses as in other leagues is wages of the players. The expenses on this item in MLB make up more than 50% of total income.

According to experts, the marketing activity of almost all clubs of MLB prospers. Not accidentally the cost of the leading baseball clubs is now approaching 800 million – 1 billion dollars.

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METHODOLOGICAL BASIS OF COMPETITOR MONITORING

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The article is devoted to the monitoring competitors in marketing It is a topical issue of modern Belarusian companies. Monitoring competitors results are used for development of marketing plan, formulation of marketing strategy, management decisions in the company marketing.

The author notes the necessity of monitoring competitors and gives the analysis of literature devoted to this subject. The article represents the approaches to the definition of the competitive analysis and the essence of the concept of monitoring the competition. In this research the algorithm for the monitoring and evaluation of competitors are proposed, the types of competitors according to the elements of the marketing competition are defined. Marketing scenarios of counter rivals according to the type of competitor are also proposed.

Nowadays it is very difficult to find a company that doesn't focus on competitors when planning marketing activities. The monitoring of competitors is the basis for developing and implementing competitive strategy of any business entity, regardless of its size, location, management concept, goals and objectives of the activities. The main factors determining the importance of the organization of effective competitor monitoring in marketing of modern enterprises are: the high level of uncertainty of competitors' activities, a significant factor dynamics of the competitive environment of enterprises, limited financial, material and human resources allocated to monitoring activities, large scale of unfair competition and the need to integrate this factor in marketing activities. These facts form the scientific and practical interest in the problem of analysis and assessment of the impact of the competitive environment on the marketing activities of enterprises.

Some aspects of the organization of competitor monitoring in the marketing of the company are observed in the works of G. Bagiev, A. Gavrilov, B. Gerasimova, V. Zinchenko, D. Lehmann, E. Mazilkina, G. Panichkina, Yu. Panov, E. V. Terehova. D. Aaker, I. Ansoff, G. Assel, P. Dixon, P. Doyle, E. Dihtl, P. Druker, Kotler, Jean-Zh. Lamben, M. Porter, D. Tis, F. Hayek are the foreign researchers in the development and implementation of marketing strategies in a competitive environment.

In spite of the variety of theoretical and applied works on marketing and competition the issues of organizational support of the competitor monitoring, definition of the types of competitors according to the status of their marketing, the use of the scenario approach to counter competitors are still poorly studied.

The aim of the research is to develop methodological and practical recommendations on the organization of monitoring marketing activities of competitors, identification of the types of competitors according to the state of the elements of the marketing mix and formation of marketing scenarios of countering of competitors.

There are different approaches to understanding and implementation of competitive analysis. Lots of definitions of the term competitive analysis are offered in the research works, for example: "Diagnostics of competitive environment" (G. Bagiev, E. Bogdanova), "the analysis of competitor activities" (G. Azojev, Kotler, P. Romanenko), "competitor analysis" (M. Porter, D. Lehmann, R. Wenger), "monitoring of the competitive environment" (A. Berezkina M. Maksimova, E. Terehova) [1, 2, 3, 4]. The analysis of the literature allowed identifying some approaches to the determination of the term competitive analysis:

1. Competitive analysis as a marketing research area. Many researchers pay define competitive analysis as one of the marketing research areas conducted by the company (Kotler, E. Golubkov, T. Maslova, S. Bojuk, L. Kovalik and etc.) in order to get the necessary information. S. Romanenko determines competitive analysis as a type of marketing research based on the formation of database information about competing products and firms. That gives the opportunity to understand why competitors act this way and develop their own strategy of market behavior.

2. *Competitive analysis as a research procedure not associated with marketing research.* G. Azoev defines the term competitive analysis as a part of the permanent process of marketing research. It is aimed at studying the practice of competitive struggle in order to provide advantages over the competitors. [2] This definition coincides with the position of V. Voylenko and A. Kovalev, who consider the competitive analysis to be the study of competitors' activities, consisting of the identification of the actual and potential competitors, collection and analysis of information on various aspects [5].

3. *Competitive analysis with the position of a definition its separate directions and goals.* For example, G. Assel believes that competitive analysis is an assessment of the strengths and weaknesses of competitors [6]. A. Frenkel defines it as a study and prediction of the competitor actions; identification of their potential opportunities, assessment of the competitiveness of competing products [7, c.34].

The author sticks to the term competitor monitoring and offers the following definition: *competitor monitoring* is the process of systematic collection and analysis of data on product policy, pricing, marketing, communication policy of competitors, using the technique of benchmarking and the development of scenarios in order to develop management solutions to enhance the competitiveness of enterprise and provide benefits over competitors. This definition is universal as there is specified purpose of the research of the competitors and we can trace the link between monitoring process and marketing research.

The external environment is dynamic, so competitor analysis should be carried out constantly. However, it should be noted that most of the modern Belarusian enterprises hold the researches of competitors' activity once a year before the preparation of marketing plan or do not hold at all, that significantly weakens the competitive position and reduce the financial results of the enterprise. Existing methodological approaches to monitoring competitors do not include the features of development and implementation of marketing strategies in a competitive environment and characterize by excessive universality and lack of specificity.

The main elements of the proposed methodology for monitoring competitors' activities are presented in Table 1.

Table 1 – Elements of methodology for monitoring the activities of competitors

Elements of methodology for competitor monitoring	Characteristic the elements of methodology for competitor monitoring
1. <i>Objectives of monitoring</i>	collecting and analyzing information about competitors, monitoring the competitors' behavior, identifying the strengths and weaknesses of competitors, the development of measures to combat competitors
2. <i>Subjects of monitoring</i>	the management of the enterprise, marketing specialists of the enterprise, marketing agencies
3. <i>Monitoring objects</i>	market, competitors' behavior, goods, prices, sales, marketing communications of competitors
4. <i>Methods of monitoring</i>	survey, observation, experiment, panel, benchmarking
5. <i>Application of results</i>	development or adjustment of marketing plan, formulation of marketing strategy, development of marketing scenarios counter rivals

Source: developed by the author

It is necessary to note that the monitoring of competitors' activities should be guided by the following principles:

- *the principle of objectivity*, which means ensuring high reliability of the results of the competitive analysis;
- *the principle of comprehensiveness*, which means maximizing the full coverage of all the essential aspects: resources, costs and results of financial-economic, production, marketing, innovation, investment activity;
- *the principle of hierarchy* that requires a multilevel study of the situation and changes in the competitive environment;
- *the principle of flexibility*, assuming timely adaptation to the changes taking place in the clash of the competitive forces in the industry, region, international market;
- *the principle of efficiency*, which involves the requirement to obtain economic effect from improved competitive positions of the company, whose value would exceed the cost of implementation of competitive intelligence and competitive analysis.

The author proposes to supplement the above list of principles such as:

- *the principle of innovation*, which involves the registration and use of the latest innovative developments, approaches, technologies for monitoring of competitors;

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- *the principle of risk taking*, which covers the full accounting of the risk factor and the unpredictability of the results of the competition for the evaluation, diagnosis, prognosis and implementation of competitive strategy.

As a result of conducted researches, *the algorithm for monitoring and evaluation of competitors* was developed, which consists of the following stages:

1. Determining of objectives of competitor monitoring;
2. Identification competitors. Forming the base of competitors;
3. Monitoring of product policy, pricing, marketing and communication policy of competitors;
4. Analysis of quantitative and qualitative information about competitors on the basis of marketing researches and benchmarking;
5. Evaluation of the strengths and weaknesses of competitors;
6. Evaluation of the spectrum of possible reactions of competitors;
7. Ranking competitors in order of importance. The choice of competitors, that should be attacked and that should be avoided;
8. Development and implementation of marketing scenarios based on the data of competitor monitoring.

To understand how the company should act relative to its competitors, there have been identified the *types of competitors* depending on the status of their marketing complex (Table 2)

Table 2 – Types of competitors depending on the status of the marketing complex

Elements of marketing complex	Elements of marketing complex	State of the elements of marketing complex			
	<i>Goods</i>	Innovative Qualitative Constantly updated	Innovation towards to one type of product Qualitative Updated as necessary	Innovations are introduced progressively Qualitative Seldom updated	Innovations are not used There are claims of consumers to the quality of the goods Are not updated practically
	<i>Prices</i>	Price differentiation by consumer groups	Flexible, change depending on the demand, application of discounts and discount cards	Rarely change, stable	Inflexible
	<i>Sale</i>	Active Presentations, promotions, tastings are used	Changes depending on the demand	Stable	Passive
	<i>Marketing communication</i>	Active, innovative, directed to the customer	Active, directed to the customer	Conducted in accordance with the marketing plan, periodically	Are not conducted practically
	<i>Leaders</i>	<i>Applicants for leadership</i>	<i>Main competitors</i>	<i>Outsiders</i>	
<i>Type of competitor</i>					

Source: developed by the author

Depending on the type of competitors the author developed corresponding scenarios of marketing activities that will allow resisting to the competitors or neutralizing their negative impacts (Table 3)

Table 3 – Marketing scenarios depending on the type of competitors

<i>Type of competitors</i>	<i>Marketing scenario</i>
Leaders	Innovative (“Breakthrough”)
Applicants for leadership	Offensive (“Attack”)
Main competitors	Active (“Exploration”)
Outsiders	Stable (“Position control”)

Source: developed by the author

Let's examine the proposed marketing scenarios that can be applied in the competitive struggle. (Table 4)

Table 4 – Marketing scenarios used against competitors

Marketing scenario	Characteristic of scenario activities
<i>Innovative</i> (“Breakthrough”)	active benchmarking of competitors’ activities; release of new items; individual work with consumers; introduction of new forms of marketing (internet shops); price differentiation by consumer groups; training of personnel; active advertising campaign, brand building; innovation in production.
<i>Offensive</i> (“Attack”)	increasing production; implementation of release differentiated products; an active advertising campaign; introduction of discount cards; search of ways of superiority over competitors; introduction of loyalty programs.
<i>Active</i> (“Exploration”)	active marketing researches; expanding the range of goods; flexible pricing; sales promotion of products (presentations, tastings, discounts); training marketers; search for new markets.
<i>Stable</i> (“Position control”)	active monitoring of the environment; periodic updating of assortment of the goods; planned work on innovations in production, inventory, working with customers and staff, business partners; maintaining prices at a stable level, acceptable for consumer and enterprise; optimization of expenses on marketing communications.

Source: developed by the author

Analysis of the competition is the most important task of the marketing enterprise activity, largely providing its success and survival in the modern terms. The results of conducted research are the following:

- refined the essence of the term competitor monitoring;
- developed algorithm of the process of monitoring and evaluation of competitors, which clearly defines the areas of work relative to its competitors, including the use of benchmarking techniques and developing marketing scenarios.
- defined types of competitors depending on the state of the elements of the marketing complex of competitors;
- developed marketing scenarios counter rivals depending on the type of competitor.

Monitoring in marketing is a systematic and routine surveillance of the market for the purpose of its assessment, study of trends, competitive environment research. Implementation of the competitor monitoring will allow developing effective methods of dealing with the competing enterprises, studying and using the positive experience of competitor activity, improving the financial performance of their own enterprise.

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STAGES OF THE FORESTRY CLUSTER MANAGEMENT**TATYANA SASNOVICH, ELENA MALEY****Polotsk State University, Belarus**

The article deals with a topical issue for forest industry, namely the formation of forest industry cluster management process based on the basic functions of management. The author identified and justified the need to use the basic functions of management as the components of forest industry cluster management process. On the basis of the conducted research the author suggests four phases of forest industry cluster management process, defines and formulates the essence of subjects and objects, which are the elements of forest industry cluster management process.

World experience of the developed countries proves both the efficiency and the inevitable regularity of clusters emergence. So scientific works of foreign and domestic economists are devoted to researches in the field of the theory of a cluster and its management. Among the foreign representatives the most outstanding one is M. Porter who developed the theory of clusters, to the Russian scientists considering this subject we can refer A.P. Gradov, S. V. Ubel, A.V. Evseenko and others [1].

In the last ten years the formation of clusters has become an important part of the state regional development in many countries of the world. And the Republic of Belarus is not an exception where the creation of a number of industrial clusters is planned [1]. Thus in the Republic of Belarus a number of experts such as V.S.Fateev, D. I. Alyokhin, G. A. Yasheva and others are engaged in the problem of clusters formation and management.

One of the most promising cluster creations, in our opinion, is forestry cluster. It is caused by the high potential of timber industry complex of the Republic of Belarus. However it should be noted that the resources of the forest industry are used insufficiently in view of low innovative activity, outdated material base, lack of cooperation communications and coordinated actions of the enterprises that in turn, doesn't allow to set the debugged production chain on high-level processing of wood.

Due to the creation of timber industry cluster the real basis for interbranch use of forest resources will be provided as this cluster will not only create a set of enterprises of different branches located on the certain area, but also will provide a combination of firms and organizations having technological, economic, social, institutional and other relations which will enable to increase the competitiveness of forest industry enterprises.

It should be noted that the experience of various countries gives evidence of the lack of uniform and unified stages on clusters creation, development and management.

Thus, the research objectives are the development of reasonable stages of clusters management including the accurate description of management functions and their contents in relation to the forest industry.

The concept «forest industry cluster» is considered in this article as the set of interconnected enterprises, organizations, institutions of forestry united in the production chain within which the final product of forestry and a value added is created by means of structural association of technical, technological, organizational, administrative and institutional innovations in the forestry branch.

It should be noted that any organizational form of enterprises associations needs management. So, the author offers a management process of a timber industry cluster on the basis of the main functions of management. The management process itself has the object, the subject and realization stages in its structure.

The main objective of managerial bodies in a forestry cluster is the effective implementation of operating impacts on forestry organization which in this case act as the objects of management. The control of the organizations of forestry is exercised at the level of the state, region, cluster, branch and economic agent.

The subjects of management are understood as the governing bodies operating at various hierarchical levels and performing the functions of forestry organisations management. Internal managerial bodies act on the microlevel, i.e. directly in the organizations. External governing bodies work on state, regional and district levels [2].

The object of management is forestry organizations and the processes of their functioning and development in a cluster.

It should be noted that the prerequisite of ensuring the effective management of functioning and development of the organizations of forestry is their research and the system analysis.

In our opinion such researches can be made on the following algorithm:

- characteristic of all-system and individual properties of forestry of the Republic of Belarus as a system;
- identification of the functions of the system which is a backbone factor;
- identification of system resources;

- studying the structure of the system as the set of interconnected elements forming it (the organizations and establishments of forest branch);
- determining the final products of system activity;
- determining the criteria of efficiency from the point of view of forestry functioning as a whole, and also of its elements.

Forestry organizations in a cluster possess some characteristic features.

First, these organizations are territorially determined systems attached to the concrete region on which territory they function.

Secondly, the organizations of forestry are open systems which closely interact with the environment;

Thirdly, the organizations in a cluster are big systems with the difficult organization, the internal environment of which includes a number of subsystems.

Thus, forestry organizations in a forestry cluster as an object of management represent big open territorially caused social and economic systems in total forming the main structure of a cluster.

Let us consider peculiarities and stages of management of forestry organizations in a timber industry cluster from positions of external-related governing bodies.

Management has to be built within certain logic of management functions interaction, caused by the sequence of management process as functions of management are the components of any management process regardless of features (size, purpose, form of ownership, etc.) of the organization or organizational associations, such as clusters [4].

The management of a forestry cluster based on functions of management consists of four stages: planning; organization and motivation; control; coordination and regulation.

At the first stage of management process it is necessary to implement the following administrative functions:

- identification of a forestry cluster, the analysis of current state of the organizations of forestry and identification of the factors defining possibilities of management;
- forecasting, comparison of alternative options, choice of the best of them and planning including statement of the purposes of management, determining the directions of development;
- formation of the mechanism of management, making decisions on the ways of goals achievement.

It should be noted, management process is impossible without its accurate organization, operation of the mechanism of control which is exercised at the second stage and provides the implementation of plans and programs by means of streamlining, coordination and regulations of performers' actions, and also the formation of management organizational structures. The motivation proceeding from the interests and motives of their behavior [5] is also important.

Such functions of management as control and assessment of forestry organizations functioning efficiency act at the third stage of management process by means of which the feedback between the subject and the object of management [5] is supported.

At the final, fourth stage of management the function of coordination and regulation is carried out aimed at the optimization of forestry organization functioning by elimination of deviations, and also at the consolidation of positive results [5].

The author suggests the interrelation of functions of management and stages of management of a Forestry cluster in table 2.

The advantages of the developed management of a Forestry cluster lie in systematization of internal and external impacts on the organizations (enterprises) which are a part of a cluster, by means of division of management process into stages with the specified activities contents on the basis of classical functions of management.

In conclusion it is noteworthy to say that the Forestry cluster and the organizations of its rational management is one of the most promising directions of the development of regions and the country as a whole.

On the basis of this conclusion the following main theoretic-methodological results are received:

- the importance and the need of creation of a Forestry cluster are proved;
- the concept "timber industry cluster" is formulated;
- stages of management process with a timber industry cluster on the basis of the main functions of management are distinguished;
- the contents of stages of timber industry cluster management are concretized.

The suggested stages of management of a Forestry cluster enable to reveal accurate interrelations between the objects and the subjects of management due to what the effective functioning of a cluster is provided.

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Table 2 – Interrelation of functions of management and the developed stages of management of a Forestry cluster

Name of the function of management and management stage	Content of function of management	The characteristic of functions of management (management stages) for a Forestry cluster
1. Planning – 1 stage of management	formulation of the purpose, mission, tasks, plans.	<p>Purpose: formation of the Forestry cluster focused on the use of innovations as the basis of production efficiency increase, competitiveness of products.</p> <p>Mission: preservation and reproduction of the woods as the source of raw materials, providing the needs of the economics for wood and not wood production, and as the most important nature forming component of surrounding environment on the basis of rational and filled forest exploitation.</p> <p>Tasks: modernization; development of new types of production; personnel training; forestry informatization; introduction of innovative technologies.</p> <p>Plans: Formation of the development plan of a Forestry cluster and its adaptation to changes.</p>
2. Organization – 2 stage of management	formation of structure of a Forestry cluster	<ul style="list-style-type: none"> – establishment and involvement of key participants of a Forestry cluster (Ministry of forestry of RB; universities and research establishments: EI "PSFC", EI "BSTU" (silvicultural faculty); SFBM "Polotsk Forestry"; JSC Vitebskdrev (Bellesbumprom Concern), Bellesbumprom-export Unitary Enterprise, ARS "Bellessnab" and others – formation of business infrastructure of a Forestry cluster (banks and other credit institutions; marketing and advertising companies; consulting companies; insurance company and others); – drawing up the economic-sound map of a Forestry cluster.
3. Motivation – 2 stage of management	Activization of the personnel working in the organizations of a Forestry cluster	<p>Activization of the participating organizations of a cluster by means of:</p> <ul style="list-style-type: none"> – their commercial interaction; – carrying out educational trainings at universities and research establishments, such as EI "PSFC", EI "BSTU" (silvicultural faculty); – introductions of innovations and technologies for development of basic elements of a cluster; – development of mechanisms of encouragement and remunerations.
4. Control – 3 stage of management	Assessment of achievement of the objectives and problems of activity	<p>Carrying out the state forest control and supervision of the activity of a timber industry cluster.</p> <ul style="list-style-type: none"> – Carrying out state examination of projects. – Monitoring of financial and economic activity of basic elements of a cluster.
5. Coordination and regulations – 4 stage of management	Coordination of all links of a timber industry cluster by establishment of rational communications; preservation of orderliness position.	<ul style="list-style-type: none"> – formation of social, political and economic relations in a cluster; – formation of interorganizational networks; – interaction between cluster elements is established, resources maneuvering is carried out, the unity and coordination of all stages of management process (planning, the organization, motivation and control) is provided.

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ECONOMICS AND ENVIRONMENTAL MANAGEMENT IN THE IMPLEMENTATION OF THE CONCEPTS OF SUSTAINABLE DEVELOPMENT TO FOREIGN ENTERPRISES

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The article analyzes the international companies' implementation of the concepts of sustainable development aimed at economic and environmental regulation.

Within the framework of sustainable development of the economic system of the Republic of Belarus the regulation of economic-ecological relations are of high practical value. Along with the positive trends in the regulation of economic and ecological relations, the world community constantly faces global problems and threats, the likelihood of which is increasing in recent years. The practice of recent years has shown the need for scientifically-based approaches to issues of economic and environmental regulations at micro, meso and macro levels.

Since the United Nations Conference of the year 1992 (3-4 June) in Rio de Janeiro, known as "Earth Summit", many foreign enterprises in addition to economic efficiency of their activity simultaneously try to care for the environmental component of their activities, both in terms of environmental protection and natural resources efficiency.

In April 2000, European Commission officially declared the new instrument, namely the "threefold model", of reporting on sustainability presented by John Elkington [5]. According to this company's accounting system the analysis is not all about economics and profit-making, it also takes into account both social and environmental costs. The results of corporate operations are estimated by three aspects which for greater visibility are shown in figure 1 (fig. 1).

So, in today's world no company regardless its size can ignore the ecological component of its activity. The growth of consumer's needs and education as well as new conditions requires more advanced enterprises' strategies. Companies are trying to find new ways of development and for the most part it is an eco-friendly policy. After all, the effective use of environmental perspectives can help to reduce costs and risks and to improve the goodwill of the business entity. In terms of this work, let us analyze the largest businesses with a steady image on the world stage. Thus, the international brand consultancy *Interbrand* has published a list of the most environmentally friendly brands of the year 2012 in Best Global Green Brands Report (Table 2).



Fig. 1. Essence of John Elkington's "threefold model"

This top list presents global companies, which have lately distinguished themselves by their environmentally oriented strategies, products and technologies. The largest world's fast-food giant McDonald's took the 45-th place in the ranking and showed the highest negative coefficient which is -16.5. Among the analyzed companies a large in the sphere of information technologies US company *HP* occupied the 5-th place in the overall ranking and can be proud of the highest positive coefficient of 11.72, that was received thanks to its efficient environmental policy.

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Table 2 – The rating of the most environmentally friendly brands of 2012 according to the Best Global Green Brands report

Trade mark	Rating position	Gap	Industry
Volkswagen	4	+4.20	automobile construction
HP	5	+11.72	information technology
Coca-Cola	23	-6.95	food processing
McDonald's	45	-16.15	catering

Thus, the first place among the analyzed brands considered by Interbrand's Best Global Green Brands takes "Volkswagen" concern. In general automobile construction shows good results for the environment. The emergence on the world stage of cheaper and more efficient producers has given impetus to the improvement of activity by producing more advanced cars with more efficient engines and exhaust pipes causing no environmental damage. The analyzed automaker with a powerful industrial potential and a reputation as a leader in diesel technology has achieved success in social-economic development. Let us note some activities carried out by the manufacturer in the field of economic-environmental management [1]:

Volkswagen has become the first manufacturer of a car, consuming less than three liters per 100 kilometres;

Automaker *Volkswagen* was the first to give their employees the right to buy shares at a discounted price.

Volkswagen creates worldwide eco-efficient technologies and applies them throughout the life cycle of the product. They are most effectively used in the production of energy and fuel to maintain a minimal impact on the environment and save resources. There is an effective system of control over the implementation of environmental policies, as well as over the efficiency of the environmental management system.

The fifth place in the ranking is taken by a world famous brand in information technologies *HP*. This company pays great attention to questions of liability in the field of environmental protection: creates environmental protection programmes at the enterprise, which include standards for partners and suppliers, as well as the improvement of environmental standards. The principle of active citizenship is the basis of *HP*'s international policy. Innovations and developments in the field of environmental protection are not a new trend at the enterprise and are already quite long.

The support for cleaner production is one of the main elements of *HP*'s international corporate policy. So, in 1992 the company successfully integrated the environment into one of their strategies by running the program "Design for Environment" to optimize the environmental performance of products, equipment and services. The main objectives, laid down in the framework of a programme, and their substantive provisions are [2]:

energy saving: *HP* offers its customers and clients with energy-saving products and services. They are also going to introduce at their enterprises worldwide energy conservation procedures;

So, in 2006 the company launched a Dynamic cooling system – energy management solution for data-processing centers. This system reduces energy costs for cooling data-processing centers by 45%, and reduces CO₂ emissions by 18000 tons per year. In addition, special components of desktop PCs allow you to save up to 481 kWh per hour and to reduce CO₂ emissions by 241 kg a year. Therefore, the reduction of carbon emissions of every twelve computers with such functions is equivalent to the fact that there would be one car less on the road per year.

Innovation in the materials used: the absence of heavy metals in packaging, the use of components that are easy to update, recycling of products and its weight loss that helps to reduce fuel consumption for transportation and to minimize the negative impact on the environment;

Recycling and reuse of materials: in 1987 *HP* started the implementation of their programmes on recycling, which nowadays are carried out in more than 40 countries, regions and areas. Each year 2.5 million units of production are processed by *HP*.

HP cooperates with multiple partners within the framework of the environmental initiatives. The environmental aspect of the activity of the enterprise is the development and implementation of the following programmes and activities [2]:

– together with the Wildlife Fund (World Wildlife Fund) *HP* has launched a project to reduce energy consumption and development of objectives in the field of energy saving as well as has made a substantial contribution to a number of projects on climate changes;

– *HP* international program *Workplace Transformation*. These are projects for the gradual transformation of the working space, introduction of new technologies and the optimization of working areas;

– *HP* participates in a special educational campaign (European Commission's Sustainable Energy Europe Campaign) for clients in the field of energy saving;

– *HP*'s programme *Managed Print Services* helps customers to reduce costs and energy consumption;

– the environmental programme of *HP Planet Partners* provides free recycling service and return of inkjet and laser cartridges;

– HP participates in the Climate Savers Computing Initiative. It implies all-round introduction of energy efficient computing facilities, as the rational use of energy would reduce its consumption as well as the amount of greenhouse gases in the atmosphere.

In general leading companies, regardless of the industry, think broadly in time. After all, the lack of attention to the changing requirements and conditions, including the environment, can be quite expensive. So, Coca-Cola company has established Advisory Council on the environment. CEO Doug Daft explained his vision of a new group: “With a company’s market value of 115 billion dollars, Coca-Cola asset book value reaches only 15 billion dollars and intangible assets are 100 billion dollars”. Daft realized that when you own a massive global company, errors in relation to the environment may cost billions [6].

Let us analyze the concepts of sustainable development aimed at economic and environmental regulation of the international company Coca-cola in seven directions [3]:

Water resources: in order to control the efficient and economical use of water resources there is the ratio of water consumption per unit of output. In recent years the company supports this index of 1.5, which is quite different and this is the lowest in comparison with other companies of a similar profile.

Soil and ground water: installation of a new treatment plant for waste water treatment mounted in a ground position and automatically controlled by computerized settings; various kinds of non-poisonous waste are carefully collected and disposed of in a special place or are sent for further recycling;

Air emissions: Boilers, installed at the factory, run on fuel. It was decided to replace the brand of fuel by the one that produces significantly fewer emissions into the atmosphere for the neighboring and working there people breathe as clean air as possible.

Energy: The latest technologies were applied in order to reduce energy consumption at the enterprise: bottling is produced at a surrounding temperature instead of cold process bottling; the use of computerized monitoring systems, etc. So, in recent years the index of energy consumption is 0,25 mega joule per liter, which is an excellent result.

Production waste: From 1997 onwards the company consistently implements a system of measures aimed at reducing loss of raw materials in the manufacturing process. In recent years the solid waste index, that shows the ratio between the amount of solid waste and the amount of produced drinks, is 0.68 g that is a good value in comparison with other companies in this industry.

Recycling and reuse of waste: The company collects, sorts and sends for recycling plastic bottles, jars, plastic pallets, cardboard, crushed paper, plastic wrap, etc. taking into account the index of secondary use which shows the content of the above materials in the total volume of waste. In recent years as a result of the use of the programme on collection and processing of waste at production lines as well as collection of empty beverage containers within the enterprise and in the offices of the company, this figure varies at the level of approximately 70%.

Treatment of hazardous chemicals is purely professional, that is, in accordance with the established rules. This concerns storage, transportation, use, first-class record of all hazards, labeling, taking the necessary protective measures, etc.

The company employs special prompt response group equipped with first-class equipment and trained to handle harmful substances both in usual circumstances and in an emergency.

Summing up, it should be noted that in the course of our analysis many foreign organizations are actively involved in the eco-efficiency of their activities in close relation with set goals to achieve social and economic results.

Analysis of the concepts of sustainable development, currently used at large foreign enterprises, identified the characteristics of the implementation of the concept of eco-efficiency principles for the achievement of environmental benefits as well as environmental policies. In view of positive foreign experience we see a possible way to develop the concept of governing the sustainable development of economic-environmental relations at microeconomic level.

Further, on the basis of this analysis and taking into account the identified positive foreign experience we are going to develop the concept of governing sustainable development of economic-environmental relations at the enterprise level.

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**THE ANALYSIS OF A MANAGEMENT EFFICIENCY
OF FINANCIAL STREAMS AT THE ENTERPRISE**

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In given article the concept and functioning of financial streams at the enterprise is described in detail. To understand, how financial streams work, their functioning at the specific enterprises is analysed, namely: "Milavitsa" and "InCity".

The urgency of logistics and sharply rising interest to its studying are caused by potential possibilities of increase of efficiency of functioning material-spending systems, which open use of the logistical approach. The logistics allows to reduce essentially time interval between purchase of raw material and semi-finished items and delivery of a ready product to the consumer. It assists sharp reduction of material stocks, accelerates process of reception of the information, and raises level of service.

Management of material streams was always an essential side of economic activities. However only rather recently it has got position of one of the most important functions of an economic life. A principal cause – transition from the market of the seller to the market of the buyer, caused flexible reaction of industrial and trading systems to quickly changing priorities of the consumer.

The logistics is considered as one of tools of business, that allows to save resources of the company.

Native researchers understand logistics differently. And they put various sense in this concept.

Table 1 – The basic approaches to definition of logistics.

Author	Definition
Electronic resource	<i>Logistics</i> is the integrated tool of management assisting achievement of strategic, actual, operative objectives of the organization of business, due to effective decrease in the general expenses and satisfaction of requirements of the end user to quality of products or services, in management current processes [4].
A. A. Smekhov	<i>Logistics</i> is a managerial process of manufacture, movement and storage of materials, products and the goods, as well as accompanying them of information streams by means of the organization of channels goods-moving so that current and future expenses are minimized under condition of highly effective (reliable) performance and delivery of orders [1].
B. K. Plotkin	<i>Logistics</i> as a science studies current processes in economy, in particular, management of goods-moving or management of material resources for needs of supply – these streams are caused by processes of sale and purchase and in turn they generate monetary (financial) streams [2].
B.A. Anikin	<i>Logistics</i> is a science connected with planning, organizing, management, the control and regulation of movement of material and information streams in space and in time from their primary source up to the end user [5].
Electronicresource	<i>Logistics</i> is planning, organization, account, control acted on the enterprise, a processable there and leaving stream of material production processable there it with accompanying information, financial and labour streams [4].

Thus, from the given definitions it is possible to come to conclusion, that the object of logistics research and logistical management are streams, current processes, any processes connected with moving of something. Logistical streams can be goods, staff, power resources, means of production, finance, investments, vehicles, information, carriers and means of processing of the information, infrastructure, etc. Logistical activity as process of transformation influences an initial condition of streams, recites, time, structure, quantitative and qualitative characteristics of streams for increase of competitiveness of a final condition of streams.

And now we will give brief description to basic material and accompanying it information streams that accompany it.

Material stream is a set commodity-material assets which are considered in terms of time interval during realization with various logistical operations.

Set of resources of one name which is being during all way from a specific source of manufacture up to an instant of consumption, forms an elementary material stream. The set of elementary streams which are shaped at the enterprise, makes an integrated (general) material stream which provides normal functioning the enterprise.

Studying of material streams is a basis for optimization of technological processes of manufacture, material support, transportation and selling of production, rationalization of document circulation, design of industrial, warehouse and auxiliary facilities, creation of a highly effective communication infrastructure and organizational structures of management.

Information stream is a set circulating in logistical system, between logistical system and an environment of the messages necessary for management and the control of logistical operations. The information stream can exist in the form of paper and electronic documents.

Management of information streams at logistics is not an end in itself, but it means of control of material streams, their formation, moving, acceptance.

At skilful management of information streams expenses for their formation, transfer, acceptance and storage of information files decrease, the information exchange, speed of their acceptance is accelerated, discrepancy of speed of works of the transmitter and the receiver is not supposed, throughput of a communication facility on each site of an information way and qualification of the operators borrowed on them is considered.

And now, specifically we will pass to detailed consideration of financial streams, which directly related to the set forth above streams.

In market economy activity of subjects of management in many respects depends on continuous movement and an effective utilization of financial streams. Financial streams are closely connected with sale of goods and services, investments, deliveries of material assets and equipment, banks, stock exchanges, insurance companies, etc. Diagrams of financial streams are without fail developed by technological processes in all foreign corporations and banks [3].

Financial streams have always existed in this or that type at any ways of the organization of entrepreneurial business of managing subjects. However, as practice has shown, the greatest efficiency of their movement is reached at application of logistical principles of management of material and financial resources. It has caused occurrence of a new economic category – a logistical financial stream.

Thus, in logistics we will understand the directed movement of the financial assets circulating in logistical system as a financial stream, as well as between logistical system and an environment, necessary for maintenance of effective movement of the certain material stream.

For understanding of functioning financial streams, it is necessary to know their classification.

In relation to specific logistical system we distinguish external and internal financial streams. In its turn, external logistical financial streams in a direction of movement are subdivided into entering and leaving financial streams.

According to destination logistical financial streams can be divided into following groups: the financial streams caused by process of purchase of the goods, investment financial streams, financial streams on reproduction of a labour, the financial streams connected with formation of material inputs during industrial activity of enterprises, the financial streams arising during sale of the goods.

As to the way of carrying the advanced cost on the goods logistical financial streams are subdivided into the streams of financial resources accompanying movement of a fixed capital of the enterprise and the streams of financial resources caused by movement of turnaround means of the enterprise.

By types of economic communications horizontal and vertical financial streams differ [1].

Thus, logistical financial streams are created and used for maintenance of effective movement of material streams. Thus their specific character consists first of all in demand of service of process of moving for space and for time of an appropriating stream of commodity-material or commodity-non-material values.

Further we shall consider the basic substantial characteristics of financial streams.

The basis of the financial plan of the enterprise is made with four main according to plan-accounting documents:

Balance of movement of money resources (BMMR);

The report on financial results;

Accounting balance (in an administrative format);

The investment plan of the company.

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The analysis of financial streams on the basis of BMMR gives a distinct picture of functioning of the enterprise. It allows to track the installments and an advance payment, the chart of calculations with suppliers, tax payments, dynamics of means on the settlement account of the company. The balance of movement of money resources is capable to replace wide range of other balances and information. Owing to a continuity of delivery of data, BMMR also carries in essence current character.

To make the financial report at the enterprise, it is necessary to know the basic factors and rules of their calculation.

There are three crucial groups of factors – profitability is the key one: profitability of actives, profitability of own capital, profitability of sales; business activity: factor of turnaround accounts debt, factor of turnaround creditor debt, factor of turnaround commodity stocks and paying ability (liquidity): factor of absolute liquidity, factor of urgent liquidity, factor of current liquidity, factor of security own turnaround means, factor of financial independence (autonomy), factor of Leverage.

Rational formation of financial streams assists increase of rhythm of all logistical processes of the enterprise. Any failure in realization of payments affects negatively formation of stocks of raw material, labor productivity, realization of finished goods, etc. Effectively organized financial streams create conditions for optimization of movement of all other types of streams (material, information, personnel, service). Actively operating financial streams, it is possible to provide more rational and economical use of own financial resources, to reduce demand for the extra capital.

Management of financial streams provides acceleration of a turn of the capital enterprise due to reduction of industrial and financial cycles, decrease in demand for the capital serving economic activities of the enterprise. Synchronization of streams of deliveries and payments allows to reduce actual demand of the enterprise for the free rests of money resources that assists formation of additional resources which is possible to direct on the investment, profits being by a source [3].

To learn, how financial streams at the enterprise function, it is necessary to analyse efficiency of their functioning at the specific enterprises. For this purpose we will compare activity of Belorussian and foreign enterprises. First we will consider the organization "Milavitsa".

The history of the joint venture of Joint-Stock Company "Milavitsa" began in 1908 when French F. Turne opened a small factory on manufacture of the notions goods in Belarus. In 1929 under the offer of board of artel Advice of the National economy of republic has made a decision on construction of state notions factory "Beloruska" which in 40-50s is reconstructed on sewing manufacture. In 1932 the factory "Beloruska" has been renamed into the Minsk garment factory by it. Frunze. In 1964 it started to let out the first corset products and becomes the only thing in Belarus the sewing enterprise, specializing on manufacture of the given assortment. In 1970 on the basis of the enterprise the Minsk industrial sewing association "Comsomolka" has been created. In 1991 to factory appropriate a new name – a garment factory "Milavitsa" [5].

The basic directions of activity of the enterprise "Milavitsa" are:

1. Development and manufacture of corset products, bathing suits and other consumer goods;
2. Rendering of services in the field of manufacture of corset products from tolled raw material [6].

Basic production of the enterprise – varied corset products, products of linen and bathing assortment for women, bed-clothes, man's and children's linen from cotton cloths. The industrial collection annually includes more than 400 models created by artists and designers of firm.

The lead financial analysis for 2012-2013 has shown that the balance profit has increased by 12%, and its pace of growth above, than pace of growth of proceeds (8%), a parameter of capital productivity has increased by 5%.

The mid-annual wages have increased by 3%, at growth of labor productivity by 5% that is a good parameter.

Growth of a net cost of realized production (7%) is less than growth of proceeds from realization that has entailed decrease in expenses for one percent, realized production for one percent and growth of profitability of sales by 4%.

As a whole dynamics of financial and economic parameters is positive, the enterprise develops dynamically.

All financial factors matter more normative and tend to improvement, and it specifies a normal financial condition of the enterprise.

Parities of an active and passive are specified with surplus of long-term sources of formation of stocks, therefore the organization is solvent [7].

On the basis of dialogue with the head of the company "Milavitsa" Dmitry Dichkovski, it is possible to come to the conclusion that "Milavitsa" is a strong organization which has come out from crisis by the winner.

But problems exist, as well as in any other organization. The firm wishes to rise on higher level and to compete to the best enterprises with similar production in Europe and to open firm shops in capitals, such as London, Paris, Berlin and others. But for this purpose still there is no experience and financial accumulation.

But as a whole, the financial condition in the organization is stable and in future in plans costs courageous enough expansion and opening firm shops in countries of Western Europe.

Further we will consider financial parameters and stability of successful Russian company "Incitu".

"INCITY" is Russian fashion brand, created in 2005. It is a chain of shops of the fashionable lady's wear, consisting more, than from 235 shops across Russia and the CIS countries.

Business model of the company includes development of the goods, accommodation of manufacture at foreign factories, the organization of logistics of the goods and the organization of realization. Own designers who visit the international exhibitions and presentations are engaged in development, analyze assortment of competitors and on the basis of it they shape style and the direction of collection "Incitu", prepare engineering specifications on manufacture.

Activity of Open Society "INCITY" for the period 2011 – 2013 is characterized by growth of proceeds from sales, growth of profitability of sales, growth of profitability of the basic and turnaround means.

However, the investigated organization has also negative (especially for trade enterprises) tendency – decrease in turnover factor of working capital, decrease of capital productivity and labor productivity [8].

The analysis of commercial activity of the enterprise has shown that due to the price factor (increase of retail prices on the goods) commodity circulation of the enterprise has increased. The quantity of the realized goods has increased in 2011 for 21,343%, in 2013 by 23,6198%. Paces of growth of physical volume of commodity circulation (quantity of the goods) are marked high enough.

The analysis of activity of the enterprise has shown, that for the last 3 years of the enterprise has the stable tendency to growth of the basic parameters describing commercial and financial efficiency, there are some skews in the organizational process, requiring variations [9].

As a whole, a situation in the company "Milavitsa", at the moment is stable. The foreign trade communications with the CIS countries extend, the goods is popular, and it provides high sales and proceeds for the organization. But for the financial situation to improve in the full extent, it is necessary to open chains of shops in European countries. This entails the highest sales and benefit from realization. In the author's opinion, the quality of the goods "Milavitsa" doesn't differ from those of the others, and more likely it is much better, than in many known European companies on manufacture of female linen. In plans of the company the question on expansion of the communications, cooperation with many known European and world brands and, finally, an output on the international level is at the moment being considered. But for this purpose more stable situation in the currency market is necessary. If to see assortment, quality and elegance of the models presented in new collections, it's possible to come to the conclusion that many European women will prefer to get our production as it is convenient, it is interestingly executed, the design of linen is so unique, that, perhaps, it will be impossible to find so unique and not ordinary decisions in any other shops of female linen. It entails high profit, costs and the company "Milavitsa" will become one of the most demanded companies on manufacture of female linen.

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CLASSIFICATION OF FINANCIAL INDEPENDENCE FOR ACCOUNTING PURPOSES.

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Scientifically based classification is the most important prerequisite for the organization of accounting is. Therefore, the author considers that it is necessary to determine approaches to the classification of financial independence.

From the economic point of view, financial independence is the information about the financial condition of the organization with the help of dynamic analytic coefficients, such as:

- Coefficient of financial risk;
- Coefficient of capitalization;
- Coefficient of autonomy;
- Current assets to equity ratio, etc.

The main source of the information for the calculation of the above mentioned coefficients is the balance sheet, where all accounts are classified according to their sections.

From the accounting point of view, financial independence of organization is a certain state of accounts that guarantees its permanent solvency. However, it should be mentioned that financial independence consists of three components:

- Provision of financial resources;
- Solvency in relation to the contractors;
- Efficiency of allocation of funds;

In this research the author will consider the investment of funds to provide passive income.

Therefore, taking into account national features, economic opportunities of organization and using the principle of diversification we can offer the following classification of financial independence for accounting purposes:

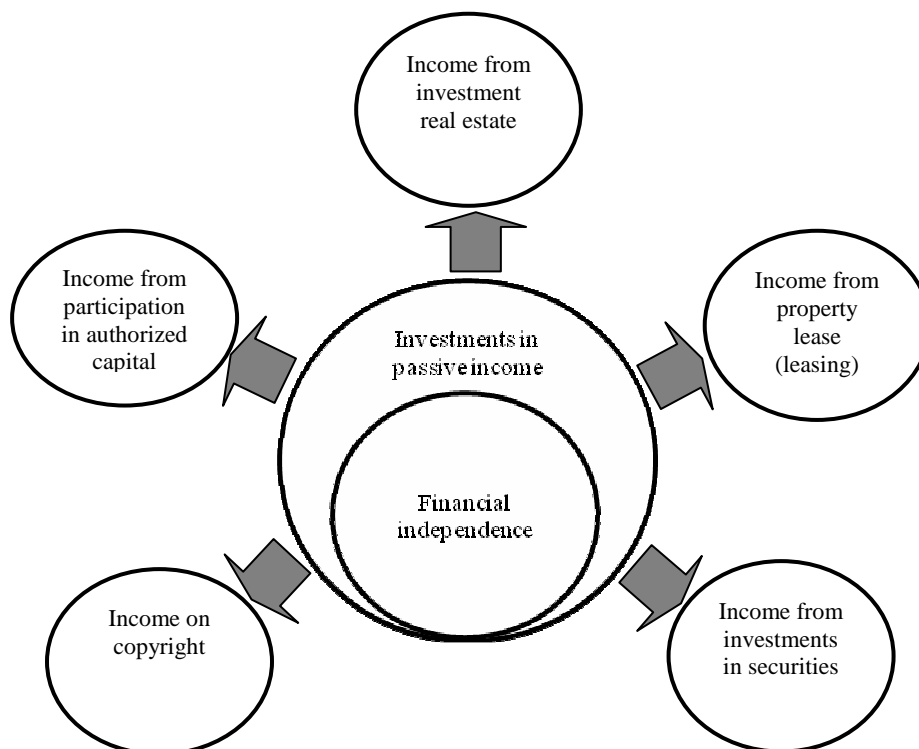


Fig. 1. Classification of financial independence for accounting purposes in terms of passive income

Let's briefly discuss each of the classification items.

In accounting practice, there are notions such as investment real estate, investment property, real estate.

Therefore, it's very important to disclose the essence of these notions in order to determine their place in the overall system of financial independence of organization.

Table 1 shows the comparative characteristics of these notions.

Table 1 – Comparative characteristics of notions: investment real estate, investment property, real estate

Classification approach to financial independence	IFRS (IAS) 40	Instruction on accounting of the Republic of Belarus № 25	Civil Code of the Republic of Belarus №218-3	Mortgage Act of the Republic of Moldova № 142 Art. 3	Accountancy Decree (standard) of Ukraine №32	Mortgage Act of Ukraine №38 Art. 313	Immovable Property Mortgage Act of the Republic of Kazakhstan № 2723 Art. 1
Investment property	The real estate, that is in possession for obtaining lease payments or increasing cost of capital						
Investment real estate		Real estate, owned by the organization which is rented		Immovable property, determined in accordance with the Civil Code, and future real estate, registered under law in the Immovable property Register	Land plots (own or rented), buildings, held in order to obtain the lease payments and/ or to increase equity		
Real estate			Different objects (land plots, subsoil, etc.), which displacement is impossible without disproportionate damage to them			Land plots which displacement is impossible without their depreciation and changing their destination	Different objects (land plots, subsoil, etc.), which displacement is impossible without disproportionate damage to them

Source: author's working-out based on the normative – legal acts.

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In Belarusian practice, according to the decree of the Ministry of Finance of the Republic of Belarus of 30th April, 2012 № 25 the investment real estate includes:

- Land plots;
- Buildings;
- Structures;
- Isolated premises;
- Parking spaces [1].

The requirements for recognition of the objects as investment real estate are:

1. Immovable property must be rented;
2. The organization supposes to receive economic benefits connected with immovable property;
3. The price of immovable property can be proved.

Studying IFRS is quite important. IFRS (IAS) 40 uses the notion “investment property”, which is divided into real estate, buildings and land plots [2]. It should be mentioned that this standard contains the same requirements for recognition as in the Belarusian legislation.

According to this analysis, we can conclude that the investment property and investment real estate are identical notions, while immovable property (real estate) is different objects (land plots, subsoil, etc.), which displacement is impossible without disproportionate damage. Therefore, it is more expedient to include the item “investment real estate” in the composition of the financial independence.

Investments in real estate are the most reliable and secure ways to invest free funds, especially during economic instability. With the help of investments in real estate organization can get passive income, increasing its capital.

Particular attention should be paid to the items “income from participation in authorized capital”, “income on copyright” and “income from property lease (leasing)” as tools for the organization to get passive income.

There are different interpretations of the notion of “authorized capital”. Authorized capital (fund) is a fixed in monetary terms amount of tangible and intangible assets that are transferred to the organization for constant using by the owners of these values [3].

Authorized capital can also be considered as the amount of money originally invested by owners for providing statutory activity of the organization. The size and structure of the authorized capital is determined by a number of requirements, which are necessary to consider for the creation and organization of a company.

Authorized capital is formed and approved together with company rules when it is formed and reformed. Organizations are free to decide the questions of structure and size of the authorized capital and its changes.

The capital increase is mainly due to:

- Profit of the organization, which is used for investments in capital assets and for the increase of current assets of the organization;
- Issuance of shares;
- Subsidies, which come from the government or from the parent company (banks, firms) if the organization is subsidiary;
- Attaching of additional contributions and shares from new legal personalities and individuals.

For additional characteristic of the financial independence of the organization the author will consider the item “income from investments in securities”.

According to Securities and Stock Exchanges Act of the Republic of Belarus securities are documents, which certify property rights or loan relationships of the owner of securities vis-a-vis the emitter [4].

According to the Civil Code of the Republic of Belarus security is a document which certifies property rights with the prescribed form and (or) mandatory requisites, which realizing or transferring is impossible without presenting it [5].

From legal point of view security can be considered as the title of property rights, and as a chattel. From economic point of view security is the representative of capital.

In up-to-date global practice securities are divided into 2 groups:

1. Underlying securities;
2. Derivative securities (derivatives).

The underlying securities are securities that are based on property rights for some asset, usually for commodity, money, capital, property, various resources, etc.

According to the Civil Code of the Republic of Belarus underlying securities include share, government bond, bond, bill, deposit and savings certificates, bills of lading, privatization securities, etc.

Derivative security or derivative is a paperless form of expression of property rights (obligations), arising from the price change of stock assets. Derivative securities include futures contracts (commodity, currency, interest rate, index, etc.), freely tradable options and swaps. In order to get passive income organizations are interested in investing in both underlying securities and derivatives [6, p. 118 – 119].

However, organizations must remember that investments in securities can bring not only income, but also risk. In the market this risk shows itself in the price loss on shares or in the change of the amount of commission for its implementation. If it's impossible to realize the issue of securities in the primary market, then there is a risk of uselessness of securities.

The research of the theory and practice of formation of financial independence has allowed us to develop a classification model, the essence of which lies in the growth of passive (residual) income and as a result of the financial independence of the organization.

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UDC 330.322.01:330=111

MULTINATIONAL COMPANIES AS THE MAIN SUBJECTS IN FOREIGN DIRECT INVESTMENT

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The article describes the subjects of foreign direct investment, their types, and also the problems faced by multinational companies.

Foreign direct investments are long-term investments of foreign capital in various sectors of the economy, assuming the full control over the investor's investment target [1].

The obtaining of foreign capital in the form of foreign direct investment is realized due to the construction, acquisition or creation of subsidiary companies of foreign branches. Large share of FDI takes the form of private export financing, equipment, etc. At present the main subject of foreign direct investments are multinational companies (MNCs) [2].

There are two types of international corporations – multinational companies (MNCs), where the parent company belongs to one country, and multinational companies (MNCs), where the parent company is owned by two or more countries.

Multinational companies play an important role in the global economy. Outgoing from the report of UNCTAD's World Investment, the criterion of a multinational company was already met by thirty-nine thousand companies in the mid-nineties, and the amount of foreign affiliates comprised more than two hundred and seventy thousand. FDI volume, gained worldwide, reached more than three trillion dollars, and the cost of goods of the foreign affiliates of multinational companies – more than six percent of the world GDP. Additionally, about a third of the world trade accounted for Intra supply of the multinational companies.

At the moment, there is no general theoretical interpretation of the phenomenon of a transnational corporation. Large companies tend to export capital abroad, thereby creating subsidiaries; this can be explained by several reasons. The main feature of the direct investment is that an investor will receive the income not only from the invested capital, but also will get additional benefits resulting from the fact of enterprise management. For example, an investor can get a direct access to new markets that were previously inaccessible to him. In this case, foreign investment becomes an instrument of competition. In addition, investing in a money-losing venture or a weak one, a direct investor can increase the profitability and value of the company through innovation, management experience or other means. Market volatility is also forcing multinational companies to diversify their assets to minimize risks [3].

One of the main challenges posed by transnational companies is the transfer prices. Since multinational companies place different phases of a single process in different countries, active goods exchange is held

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between foreign affiliates and the parent company. At the same time the transfer prices vary greatly from the market prices. By managing the transfer prices, multinational companies are willing to evade taxation, thereby to minimize customs duties, illegally withdraw profits abroad, etc. This, in turn, has a negative impact on the economies of countries hosting foreign investment in the form of transnational corporations [4].

Thus, the activities of multinational companies strongly affect the economy of the country locating the TNCs and the host country. The analysis of the impact of a foreign direct investment shows that the benefit will be received both by the country locating the TNCs due to a more efficient disposal of available capital and by the host country, due to the influx of new capital.

Despite all the positive aspects, multinational companies often face formidable opposition. The main claim to multinational companies in the location are in the export of potential jobs, and this in turn leads to a decrease in employment, as well as to the evasion of the compulsory payments in the form of taxes, thus it is detrimental to the location country's budget. In the host countries major concerns are caused by the scale of the activities of transnational companies, alongside with the discontent of the local producers who cannot compete with large multinational companies. Having enormous production and financial resources, TNCs can take the key position in the economy and the industry, thereby threatening the economic security of the host country, and providing political pressure. It is worth noting that in the countries locating the TNCs the need for tax outflows is being actively discussed, while in the host countries they pursue the policy of the creation of the additional stimuli to attract foreign direct investments [5].

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UDC 164

**THE APPLICATION OF SEGMENT REPORTING IN ACCOUNTING PRACTICE
OF BELARUSSIAN ENTERPRISES**

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The report substantiates the necessity to apply segment reporting in accounting practice of Belarussian enterprises. The prospects of segment reporting development in the Republic of Belarus are also considered. The article contains the development of accounting policies for segmentary accounting and reporting and the technique of drawing up a segment statement.

The activity of modern medium and large organizations is diversified, carried out in different regions, and segmented according to markets. In this regard it becomes really important to obtain qualitative and quantitative information about what is given by each market segment, a separate type of production or services, a region, a division, a buyer. Such information is provided by the segment reporting. Therefore the formation of the segment statement, being the basis for preparing administrative decisions in the usual activity of the organization's structural divisions, gains special significance in international practice which in our opinion should concern Belarussian enterprises.

The purpose of our research is to justify the need to draw up segment reporting by Belarussian organizations, to develop practical recommendations for the formation of segment information about the results of segments activities.

Such target orientation of the research has caused the statement and solution of the following tasks:

– to analyze the standard regulation of segment reporting in the Republic of Belarus and in the international practice;

- to define the advantages of segment information existence for the analysis and adoption of administrative decision-making by the management of Belarussian organizations;
- to develop recommendations about accounting policies formation for the segment account and drawing up the segment report;
- to provide recommendations about the development of the reporting form and the methodology of drawing up a segment statement.

While developing and researching the set objectives general scientific methods were applied, such as: analysis and synthesis, comparison, conclusion on analogy, system approach.

During the research it was established that segment reporting is considered as system of data on the property and financial position of the organization and the results of its economic activity in the context of separate segments. This data system is made on the basis of accounting data according to the requirements of national standards for accounting or International Financial Reporting Standards, or the rules of preparation of the internal administrative reporting.

Existing normative documents on the regulation of drawing up and submission of the segment reporting in the international practice are submitted below in table 1.

Table 1 – Normative documents on the regulation of drawing up and submission of the segment reporting in the international practice

Country	Name of the standard
1. International Financial Reporting Standards (IFRS)	(IFRS) 8 «Operating segments»
2. United States of America (USA)	SFAS №131 «Disclosures about an Enterprise and Related Information»
3. Russian Federation	ПБУ 12/2010 «Информация по сегментам» (Information about the segments)
4. Ukrainian Republic	(П(С)БО 103 «Фінансова звітність за сегментами» (Financial statements on segments)
5. Great Britain	SSAP 25 Segmental reporting
6. Moldova	НСБУ 14 «Финансовая информация по сегментам» (Financial information on segments)
7. Republic of Latvia	SFPS 8 «Darbības segmenti» (Reporting segments)

It is also possible to add that today normative documents concerning the segmentary reporting exist in many other countries: Canada, Italy, Singapore, Egypt [1]. In the Republic of Belarus today there is no national standard and guidelines for drawing up the segment reporting. However the aspiration of the Republic of Belarus to bring accounting systems, together, to draw up and submit financial statements according to IFRS should not, in our opinion, neglect the segment reporting, thus, paving favorable way for Byelorussian enterprises to enter the international stock market. The need for drawing up the segment reporting by home enterprises is clear from the purpose of its creation, from its role and advantages.

The purpose of segment reporting is providing a wide range of users with information on financial position and financial results on segments for decision-making concerning the enterprise. The formed reporting can be used within the enterprise, but its main goal is providing external users, potential investors, creditors, workers, suppliers and buyers, as well as the government and the public, with detailed and transparent information on the enterprise [2, с.31].

The main advantages of segment reporting from the point of view of administrative approach are:

- the opportunity to qualitatively estimate financial results;
- allows to estimate business prospects authentically;
- expands the opportunities for the inflow of additional capital.

Using segment reporting, it is more effective to plan, control and make decisions at the level of each segment which makes the organization more flexible and adaptable to changing conditions as well as more attractive to potential investors.

Proceeding from the presented purpose, role and advantages of segment reporting, it is possible to assume that the approval and introduction of the national standard regulating the drawing up of segment reporting in the Republic of Belarus will be a good prerequisite to adapt to the rules of International Financial Reporting Standards and will also significantly raise: the level of conducting management accounting at the enterprises, the business organization, transparency of the economic activity of the enterprises, and, respectively their image and cost.

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Having investigated the requirements of the above-mentioned standards and other economic literature to information disclosure in segmentary and management accounting, we have come to the conclusion that Belarussian organizations should reflect the following organizational, technical and methodical aspects while forming accounting policies on segments:

1. organizational-technical section:

- 1.1 Criteria of segmentation of economic activity

- 1.2 Allocation of reporting segments

- 1.3 Forms of primary registration documents and the accounting registers, necessary to register the facts of economic activity on segments

- 1.4 Working book of accounts

- 1.5 Form of the report on segments

- 1.6 Indices (contents) of the report form on segments

- 1.7 Rules of document flow regarding the information on segments

- 1.8 List of the officials who are responsible for keeping the segmentary account and reporting.

2. Methodical section:

- 2.1 Definition of income on segments

- 2.2 Definition of expenses on segments

- 2.3 Distribution of long-term and short-term assets and liabilities among segments

- 2.4 Definition of transfer prices (payment among segments).

The contents of accounting policies for the preparation of segment reporting has to determine the rules on information disclosure in reporting, namely: the methods of estimating mutual payment among segments, the structure of segment expenses and income, the ways of distributing of long-term and short-term assets, liabilities, the income and expenses among segments [3].

As a result of the conducted research into the rules of drawing up reporting in the developed western countries, the Russian Federation, and also taking into account the requirements of IFRS we have offered a methodic of drawing up segment reporting that includes 5 stages:

1. Determination of the need to draw up the segment reporting.

The following business entities are recommended to make segment reporting:

- the organization prepares the segment reporting if it has branches and subsidiaries;

- the organization carries out different types of activity;

- the organization carries out one kind of activity, but it makes goods that are different in a production cycle, sales markets, buyers.

2. Allocation of operational and reporting segments.

It is possible to use the criteria of IFRS 8 «Operational segments» to allocate operational and reporting segments.

3. Establishment of the segment reporting form.

The information on indices disclosure can be stated by the continuous text in combination with graphics, or in a tabular form specially developed by the organization. Obviously, the tabular form is more clear and readable for users. However, the form should not be standard, and has to change as the organization strategy and activity change.

4. Definition of reporting indices.

It is possible to be guided by the requirements of IFRS 8 «Operational segments» to determine the indices subjected to disclosure in segment reporting.

For internal users separate indices can be represented in expanded form for better analyticity than for external users. For example, it is offered to divide all expenses into constant and variable. The importance of this classification of expenses is caused by the possibility of the correct planning of prices, output, the range of production release and realization (work, services), profit and profitability definition respectively on segments.

5. Reflection of indices in segment reporting.

For ensuring indices formation it is necessary to develop analytical signs of accounts and register forms which can be used to generalize information by segments in the computer environment.

Thus, having generalized the above information, historically not withstanding less favorable conditions for the development of segment reporting in the Republic of Belarus, in our opinion, home business entities should not sidestep the introduction of segment reporting in accounting and analytical practice.

It should be noted that while the forming and submitting the information on segments complete and reliable reporting data must be provided. The essential role in it belongs to accounting policies of the organization. In case of modification of accounting policies of this or that segment, changes, their reasons have to be revealed.

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UDC 336.1

**THE ANALYSIS OF THE FINANCIAL PLAN OF THE COUNTRY
FOR THE NEXT BUDGETARY (FISCAL) YEAR**

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The article contains the main changes in fiscal legislation for the current year. The analysis of the structure of revenues and expenditures of the republican budget in 2014 has been conducted. The conclusion about the necessity of the improvement of the mechanisms of the budgetary policy in the future has been made.

The law of the Republic of Belarus "About the republican budget for 2014 year" has been developed with some changes and additions in fiscal and tax legislation of the country.

In this regard, in 2014 it has been planned to use the following sufficiently effective mechanisms, which are capable of ensuring the realization of the main directions of the budgetary policy.

Firstly, in 2014 the government has made a number of changes, which concern some taxes and duties in the following way [1]:

1. Bonus depreciation has been replaced with investment deduction. Such change plays a great role, when the income tax is calculated;
2. The way of taxation of a person by individual income tax has also been changed. According to the existing order the monetary incomes, received from trust management operations and also the cash flow, got by participants of bank management funds, have been included into the list of tax benefits and deductions;
3. The rates of excise duties have been increased on such products as fuel, tobacco products, strong alcoholic products;
4. An additional state fee, which is originally called "imputed income tax", has been enacted. This tax is obliged to pay by the organizations, which are engaged in repairing and technical maintaining of vehicles. Funds, which will be collected from the owners of vehicles, will monthly generate revenues in the amount of more than 200 million rubles into the budgets of the basic level.

Thus, in 2014 the directions of tax policy are aimed at maintaining the stability of formation of budgetary incomes.

Secondly, according to the article 30-37 of the Budgetary code of the Republic of Belarus, tax revenues are redistributed between republican and local budgets in accordance with laid down standards. It is also advisable to note the following changes in establishing the norms of deductions from the republican taxes and dues (in brackets the data 2013 for comparison):

- profit tax, is paid by economic entities, the property of which is owned by the Republic of Belarus, as well as other equivalent organizations, is redistributed in the incomes of the republican budget at a rate of 100% (previous: in the incomes of the republican budget – 50%, in the incomes of the regional consolidated budget – 50%)
- value-added tax, which is collected on the territory of the Republic of Belarus, must be allocated into the republican budget at a rate of 69% (70 %), the other part – 31% (30 %) is distributed to regional consolidated budgets and the Minsk budget. In particular, into the Brest regional budget is redistributed 4,56% (4,41%) of total volume of value-added tax, into the Vitebsk regional budget – 3,94% (3,84%), into the Gomel regional budget – 4,68% (4,53%), into the Grodno regional budget – 3,47% (3.36 per cent), into the Minsk regional budget – 4,59% (4,47%), into the Mogilev regional budget – 3,53% (3,42%), into the Minsk budget – 6,23% (5,97%).

Economics

Thus, it is reasonable to continue increasing the normative deductions from the republican taxes and fees into the local budgets. This proposal will allow reducing the amount of interbudgetary transfers.

Thirdly, the proportion of interbudgetary transfers, directed from the republican budget into regional consolidated budgets and the Minsk budget, constitutes 30,3% of a total amount of received funds.

In this case:

- the existing norms of deductions from republican taxes and dues allow to level to some extent the incomes of local budgets partially, but their amount is not still enough for execution the budgets of the basic and primary level with a fiscal surplus.

- a high level of interbudgetary transfers forms the irrational structure of incomes, generates local budgets' instability, increases their dependence on the republican budget.

Therefore, in our view, the independence of local budgets will be possible only if the government can ensure the timely reception of their own sufficient financial resources for all administrative-territorial units, which will be fixed from the certain budget on a permanent basis and in a full volume.

Let us carry out the analysis of dynamics and structure of the main parameters of the republican budget throughout 2013 – 2014 years (table 1).

Table 1 – The key parameters of the republican budget in 2013 – 2014

Indicators	2013 y., bln.rbl.	*2013 y., bln.rbl.	2014 y., bln.rbl.	Absolute deviation, bln.rbl.	Growth rate, %	Growth rate*, %
Incomes, including	121,7	144,0	128,6	6,9	105,7	89,3
Tax revenues, including	102,7	121,5	108,0	5,3	105,2	88,9
Taxes on incomes and profit	10,5	12,4	8,1	-2,4	77,1	65,3
Taxes on goods (works, services)	61,0	72,2	71,4	10,4	117,0	98,9
Taxes on foreign trade	29,8	35,3	26,1	-3,7	87,6	73,9
Other taxes, charges, duties	1,4	1,7	2,4	1,0	171,4	141,2
Non-tax revenues	19,0	22,5	15,2	-3,8	80,0	67,6
Incomes from the state property	10,7	12,6	9,2	-1,5	86,0	73,0
Revenues from incomes- generating activities	2,6	3,1	2,6	0	100,0	3,9
Fines, withholding	0,4	0,5	0,7	0,3	175,0	140,0
Other non-tax revenues	5,3	6,3	2,7	-2,6	50,9	42,9
Gratuitous receipts	0,004	0,005	5,4	5,4	135000,0	108000,0
Expenses, including the items of the functional classification	121,7	144,0	128,6	6,9	105,7	89,3
General government expenditure	64,0	75,7	64,8	0,8	101,3	85,6
National defense	6,1	7,2	7,1	1,0	116,4	98,6
The judiciary, law enforcement activity and security	10,5	12,4	12,8	2,3	121,9	103,2
National economy	17,6	20,8	18,6	1,0	105,7	89,4
Environmental protection	0,68	0,8	0,66	0,0	97,1	82,5
Housing and communal services and housing construction	0,10	0,1	0,10	0,0	100,0	100,0
Healthcare	5,3	6,3	5,7	0,4	107,5	90,5
Physical culture, sports, culture, media	2,4	2,8	2,3	-0,1	95,8	82,1
Education	6,6	7,8	6,6	0,0	100,0	84,6
Social policy	8,3	9,8	9,8	1,5	118,1	100,0
Deficit/surplus	0	0	0	0	0	0

Source: own working out on the basis of a source [2, 3]

Note – *Data 2013 was modified in a comparable form in accordance with the consumer price index for 2013 that is equal 118,3 % [4]

According to the table, in 2014 the parameters of the republican budget have been planned on the basis of deficit-free. Also the law establishes a limit level of deficiency of local budgets for the current year.

The growth rate of budgetary incomes and, accordingly, expenditures in 2014 in the percentages to the previous year has been planned at the level of 105,7%. It is also possible to make some adjustments for inflation (column 3), taking its level as equal to the consumer price index, while comparing the indicators for 2013 and 2014 years. In this case, it is visible that the reduction of budgetary revenues and expenditures according to the main budgetary parameters are by 10,7 p.p.

The revenue part of the republican budget consists of tax, non-tax incomes and interbudgetary receipts.

In the structure of incomes it is noticeable that the specific weight of non-tax incomes are measurably decreasing (by 20%), while interbudgetary receipts are increasing instead.

The main items of tax incomes, which revenue part consists of, are the following: taxes on goods (works, services) – 55,5%; taxes on foreign trade – 20,3%; taxes on incomes and profit – 6,2%; other taxes, dues (duties) and other tax revenues – 1,8%. The growth rate of tax revenues in relation to 2013 is 105,7 %, including taxes on incomes and profit – 77,8%; taxes on goods (works, services) – 117,0%, VAT – 127,3%, excise – 145,0%. The rate of increase of taxes on foreign trade has been planned at the level of 87,6%. In the structure of incomes direct taxes make up 8,1 bln.rbl. budgetary receipts, indirect taxes – only 71,4 bln.rbl, therefore the orientation on indirect taxation is obvious.

In the structure of non-tax incomes there is appreciably a decline in earnings from the usage of state property by 1.48 trillion rubles and incomes from the rent of state property by 0,22 bln.rbl. At the same time, fines will be increased by 75,0%. The last indicator draws attention to the fact that there is a high probability of reduction in the expected level of citizens' law-abiding in the current year.

The expenditures of the republican budget have been determined on the basis of the real possibilities of budgetary incomes, which are required for the implementation by the state of its functions, social and economic development of the country and its regions.

In the structure of expenditures, there is a slight decrease of expenses in the following directions: protection of environment (2,9%); physical culture, sport, culture and media (4,2%). General government expenditures have been also slightly increased, but if we take into account the rate of inflation – indicators will decline a bit. At the same time there is a visible increase of such expenses as: national defense (16,4%), judiciary, law-enforcement activity and security (21,9%), health care (7,5%) and social policy (18,1%).

Fourthly, the law determines that education financing must be carried out on the basis of the standard of budgetary sufficiency for the first time. The size of such a norm hasn't been stated earlier.

Fifthly, the limit of the internal state debt of the Republic of Belarus has been doubled, whereas the limit of the external state debt has been reduced. Thus, when the volume of domestic funding increases it is important to wisely spend borrowed funds. Therefore the country needs to develop a public debt management program, which will optimize the existing payments on debt, will help to coordinate measures for reducing the level of outstanding and will ensure more effective control over the participation of internal funds, as well as the usage of funds from abroad. In the economic literature the fact that the effectiveness of borrowings should be provided with the corresponding increase in the production of goods and services based on new advanced technologies, is emphasized. From this it follows, that if borrowings are directed to be invested into the growing sectors of economy, the production base of enterprises is upgraded and new technologies are introduced, the state will enable to increase economic growth and pay for borrowed funds into the future.

Thus, the performed analysis helps to assess the key settlement parameters of the main financial plan of the country and on the basis of which it is advisable to put forward comments and proposals to ensure the macroeconomic balance and achieve the parameters of financial security in the future.

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ESTIMATION OF INVESTMENT CLIMATE AND ATTRACTIVENESS RATING OF THE REPUBLIC OF BELARUS

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In the article the position of the Republic of Belarus in the international rating among the countries of Eastern Europe is analyzed according to the criterion of investment attractiveness. Deficiencies of the existing system of investment climate assessment are underlined. Possible measures of improving the position of the Republic of Belarus in the world rankings are suggested.

The major direction of the state economic policy of the Republic of Belarus is to create a favorable investment climate for the attraction and effective usage of foreign recourses.

At this time, the Republic of Belarus offers to potential investors such basic advantages as advantageous geographical location in the centre of Europe, favorable climatic conditions, political and social stability, qualified and relatively inexpensive labor resources, a high scientific and technical-industrial potential, a large domestic market, a legislative and organizational support of an investment process, guarantees and privileges for investors and others [1]. In addition, in the Republic of Belarus a number of structures operate, which have to provide assistance for investors in the implementation of their investment activity.

It should be noted, that in the elaboration of the state investment policy it is very important to use the world experience, which has been adapted to the national social-economic conditions. The national statistical Committee of the Republic of Belarus provides quite an extensive knowledge base of statistics in the field of investments, science and innovation. However, in general, estimating of the investment climate, and also positioning of the Republic of Belarus in international ratings of investment attractiveness hasn't been studied enough till this moment.

One of the main international indicators for the evaluation of the investment climate and investment attractiveness is the index "Doing business", which has been suggested by the World Bank. It presents the most significant quantitative indicators of business regulations and investment activity, protecting investors, registration of property rights, taxation and others. These indicators can be used for comparison business conditions aimed to attract foreign investment in various countries of the world.

Let us carry out the analysis of the position of the Republic of Belarus according to the basic indicators of Doing business rating in comparison with the countries of the Customs Union and other countries of Eastern Europe in 2012-2013 years (tables 1, 2).

Table 1 – The basic indicators of Doing business rating for the countries of Eastern Europe in 2013 year

Indicator / Country	Belarus	Bulgaria	Hungary	Kazakhstan	Moldova	Poland	Russia	Romania	Slovakia	Ukraine	Czech Republic
Starting a business											
<i>Procedures, number</i>	5	4	4	6	6	4	7	5	7	6	9
<i>Time, days</i>	9	18	5	12	7	30	15	8,5	18,5	21	19,5
<i>Cost, % of incomes per capita</i>	0,8	1,0	8,6	0,6	5,4	14,3	1,3	2,4	1,5	1,3	8,2
Getting electricity											
<i>Procedures, number</i>	7	6	5	6	7	6	5	7	6	10	6
<i>Time, days</i>	161	130	252	88	140	161	162	233	158	277	279
<i>Cost, % of incomes per capita</i>	431,7	320,0	116,4	65,3	542,1	205,2	293,8	534	10,5	178,0	179,0
Paying taxes											
<i>Payments, number per year</i>	10	13	12	7	31	18	7	39	20	28	8
<i>Time, hours per year</i>	319	454	277	188	181	286	177	200	207	390	413
<i>Total tax rate, % of profit</i>	54,0	27,7	49,7	28,6	40,4	41,6	50,7	42,9	47,2	54,9	48,1
Registering property											
<i>Procedures, number</i>	2	7	4	4	5	6	4	8	3	8	3
<i>Time, days</i>	4	14	16,5	23	6	35	22	20	16,5	45	24
<i>Cost, % of property value</i>	0,0	2,9	5,0	0,1	0,9	0,4	0,1	1,6	0,0	1,9	4,0
Enforcing contracts											
<i>Procedures, number</i>	29	38	35	37	31	33	36	32	32	30	27
<i>Time, days</i>	275	564	395	370	337	685	270	512	545	378	611
<i>Cost, % of claim</i>	23,4	23,8	15,0	22,0	28,6	19,0	13,4	28,9	30,0	43,8	33,0

Source: own working out on the basis of [3, 4]

Table 2 – Comparison rating of the Republic of Belarus according to the basic indicators of Doing business with the countries of Eastern Europe for 2012-2013

Country/Indicator	Starting a business		Getting credit		Paying taxes		Enforcing contracts		Protecting investors	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
Belarus	9	15	105	109	135	133	13	13	95	98
Bulgaria	57	65	24	28	84	81	79	79	51	52
Hungary	52	59	52	55	118	124	15	15	127	128
Kazakhstan	25	30	82	86	18	18	26	27	21	22
Moldova	92	81	40	13	116	95	23	23	80	80
Poland	124	116	3	3	104	113	54	55	51	52
Russia	101	88	104	109	64	56	11	10	117	115
Romania	68	60	11	13	139	134	54	53	51	52
Slovakia	83	108	40	42	100	102	65	65	113	115
Ukraine	50	47	24	13	168	164	45	45	127	128
Czech Republic	140	146	52	55	119	122	75	75	95	98
An average rank	79	80	49	48	106	104	42	42	84	85

Source: own working out on the basis of [3, 4];

Note – Ratings for 2012 have been corrected on the basis of occurred changes in the methodology of ratings determination

Proceeding from the above tables, the Republic of Belarus improved its position, in comparison with the rating in 2013, for such indicators as “registering property” (5 points), “dealing with construction permits” (7 points), “getting electricity” (7 points), “paying taxes” (2 points), “international trade” (1 point). However, according to the rating, in the indicator “resolving insolvency” the Republic of Belarus has lost 18 points and has ranked 74th place in the world, in the indicator “protecting investors” has reduced its position by 3 points, “getting a credit” – 4 points. On registering property and enforcing contracts the country's position has not been changed: the Republic of Belarus takes 3rd and 13th place in the world rating.

Graphically the position of the Republic of Belarus among the countries of Eastern Europe can be shown in the following way (figure 1).

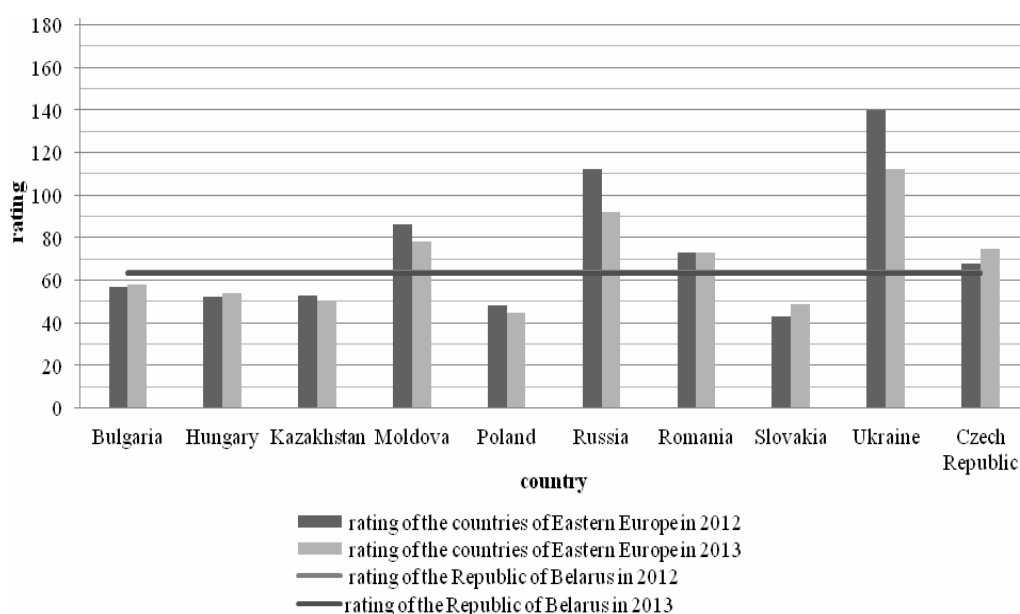


Fig.1. Rating of the Republic of Belarus in comparison with countries of Eastern Europe according to the main indicator of Doing business for 2012-2013

Source: own research based on [3, 4];

Thus, according to the main indicator "ease of doing business" in the report "Doing business – 2014", the Republic of Belarus has improved its previous position and has been replaced to the 63-rd place (the 64-th in Doing business 2013) among the 189 countries. In the rating among the countries of Eastern Europe the Republic of Belarus is above: the Czech Republic (75th place), Romania (73rd), Moldova (78th), Ukraine (112th) and Russia (92 place).

Therefore, we can conclude that in the Republic of Belarus the business environment and attractiveness rating have been highly assessed by international organizations.

The experts of international organizations pay attention to positive changes in business conditions, which have been taken by the government recently. Hence, in the Republic of Belarus the procedures for company establishing have been simplified. This measure includes: reducing payments for registration and undergoing requirement for a temporary bank account for legal entity registration. Procedures for being connected to the electricity system through accelerated issuance of technical resolutions and permits for the earthwork operations and reducing the time required for the connection to the power network have been simplified.

In addition, it is useful to note the following changes in the sphere of legal regulation of investment activity in the Republic of Belarus: registering property has been simplified through the introduction of the accelerated procedure of registration of property. Also the procedures for resolving insolvency of the enterprise have been improved on the basis of the new law "On bankruptcy", which has made some changes in the process of trust managers appointment and have stimulated to sell assets in the case of enterprise insolvency.

In 2014 the Investment code has been undergone by the law "On investments" and "On concessions". Though, there are no special laws on investment in a number of countries, and it doesn't prevent the inflow of capital, we believe that in order to create a favorable investment climate in the Republic of Belarus the specific regulation has a great importance.

However, despite the positive dynamics, there are many factors, that prevent foreign investments flow in the country. There are: a complex system of doing business, administrative barriers, a system of foreign exchange regulation, instability of legal environment for business, a system of sanctions for breaking business conditions and business orders, the level of tax burden, an access to financial resources, the level of consulting services and other business services [2].

Therefore, in order to activate and improve the investment climate, and, as a result, investment policy on the whole, the following measures should be implemented:

- to decentralize an investment process;
- to improve the currency regulation system;
- to reduce the level of tax burden;
- to enhance the role of depreciation and create a depreciation fund;
- to upgrade normative-legal acts for investment activity regulation;
- to develop large-scale programs of the national housing construction and create a wide network of investment agents;
- to extend the practice of investment insurance;
- to allocate budgetary funds on a competitive basis to effective investment projects;
- to implement procedures for privatization of state enterprises, which can help to realize a more effective usage of monetary resources for national and foreign investors;
- to conduct an appropriate ideological campaign for the attraction of monetary resources in the country.

Thus, all these measures should be implemented in complex. It will help to solve the tasks of the investment policy successfully.

It should be noted that there are no universal instruments in the formation of the appropriate type of economic behavior and the improvement of the forms and methods of investment activity and its expert assessment, because of differences in economic development patterns in different countries, features of situation development in this or that period of time.

However, the implementation of these proposals can significantly improve the efficiency of the investment policy in the Republic of Belarus, as well as, to increase the country's position in international rankings.

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UDC [65.01:347.214.2](1-546)(574)=111

**PROPERTY ADMINISTRATION ON THE BASIS OF CONDOMINIUM INSTITUTION
IN THE REPUBLIC OF KAZAKHSTAN****ANATOLY SHEPOVALOV, OLGA GORDIENKO****Polotsk State University, Belarus**

Features of management by the real estate on the basis of Condominium in Republic Kazakhstan are presented.

In Kazakhstan the amount of multifunctional buildings, which are in the ownership of several subjects of civil law, increases. Two or more proprietors can own both a small office and a whole storey. Thereupon the issue of joint property administration is still urgent concerning such buildings. The Condominium institution is to manage procedures of building, upkeep, repair and to assign the measure and the way of participation of each owner.

Let's consider the specifics and scopes of using the Condominium institution in the Republic of Kazakhstan as regards residential houses, non-residential stock and in case of placement both residential and non-residential spaces in one building.

According to the the Law of the Republic of Kazakhstan "About the housing relations" a Condominium is formed in case of presents of two or more owners of a Residential house. Formation of a Condominium (not a common property but a Condominium precisely) is implied regardless of its registration. According to that legal relationship within the Housing stock Condominium are considered to be set in spite of the absence of its registration and that means that the partners have certain rights and charges.

That rule doesn't hold as it concerns Non-residential stock Condominiums. An owner of a space in an office building (and his visitors as well) a priori uses other units of the Condominium such as foyer, lobby, lifts, utility lines. So it's justly for that owner to bear expenses to upkeep the common property – the Condominium, in proportion to the owner's share in the real property. That is why formation of a Condominium is an urgent issue for non-residential stock as well.

The multifunctional usage of a building implies placement both residential flats and apartments and non-residential spaces (offices, hotel rooms, cafés, restaurants etc.) that has common utility lines in one building.

So is there any difference between a Condominium in a Housing and Non-residential stock according to the legislation of the Republic of Kazakhstan? At first it seems that there is no difference. Let's refer to the terminology fixed by Civil Code of the Republic of Kazakhstan. According to p. 6 Article 209 CC RK [2]: "The ownership of a real property can be fixed as a Condominium where each subject or juridical entity owns a single part of the property, the rest of the property belongs to the owners of the share as an ownership in common".

It is clear from the above that there is no difference between Housing and Non-residential stock according to the Civil Code of the Republic of Kazakhstan.

Condominium is referred to a common property as an ownership in common and can be governed according to the norms of Chapter 11 "Common property" CC RK [2].

Condominium has following sings and features:

- Assets may be in common ownership with the determination of the share of each of the owners;
- Common ownership shall emerge when two or several persons receive the property which may not be divided without changing its designation (indivisible items), or may not be divided by virtue of law;
- Common ownership of indivisible assets shall emerge in the cases which are stipulated in legislative acts or an agreement;
- Estate are in individual (separate) ownership of citizens and (or) legal entities, and those parts of real estate which are not in separate ownership, shall belong to the owners of parts of real estate under the right of common shared ownership;
- By agreement of the participants of common property, and in the case of failure to reach consensus, upon the decision of a court, shared ownership of the entities may be established with regard to the common property;
- The share of each owner in the common property shall be inseparable from his separate ownership of a part of real estate belonging to him;
- The size of a share of each owner in the common property, and the degree of participation in costs of its maintenance, shall be related to the size of the parts of real estate which are in individual (separate) ownership, unless it is otherwise stipulated in legislative acts or an agreement;

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– Each participant in shared ownership shall be obliged to participate in the payment of taxes, levies and any other payments in respect of their common property in proportion to his share, and also in the costs of its maintenance and preservation.

The housing legislation of the Republic of Kazakhstan prescribes a set of rules which make the Condominium institution convenient only for the Housing stock. For example the owners of premises share the land according to the rights of common ownership or land tenure. The share of each owner in the common property shall be inseparable from his separate ownership of a part of real estate belonging to him. The size of a share of each owner in the common property, and the degree of participation in costs of its maintenance, shall be related to the size of the parts of real estate which are in individual (separate) ownership, unless it is otherwise stipulated in legislative acts or an agreement. Special considerations in the legal regime of different types of condominium may be defined in legislative acts.

A Condominium can be cancelled if one owner (individual, juridical person or state) get property rights to all the premises and common property of a residential building or in case of government takeover or in case of damage (destruction) of major part of a building because of an incident.

A state control structure is created to control Condominium Object and to provide the information about the movement of money from a bank account, funds for maintenance of housing building (residential building) at the request of the owners .

Owners of the premises (apartments) required to make monthly instalments to the savings bank account of the condominium control structure to accumulate funds for the overhaul of the common property of condominium object. The amount of an instalment should be determined at a meeting of owners of premises (apartments), but it must be 0.02 times exceed the monthly calculated index established in the law on the national budget for the relevant financial year, meant for a square meter of usable area of residential (non-residential) premises.

Separate premises belonging to several owners, corresponds to a share in the common property of owners with joint and several liability in general guidelines. Relationship between such owners is governed by an agreement between them. In the case of absence of an oral or written agreement, each of the owners has an equal undivided rights and obligations conditioned by ownership of a specified share in the common property.

If an owner resides elsewhere or the transfers his rights to use the premises to another person, it doesn't lead to the restrictions of the owner's rights and doesn't relieve him of his duties imposed by law, owner's agreement or charter of owners association of condominium object management.

Owners of the premises (apartments) have the right to use their shares of common property of the limited use on terms prescribed by the agreement of owners of premises (apartments). Owners of the premises (apartments) are required to participate in all the cost of maintaining the common property and homes, take a response for the safety and safe maintenance of the common property and premises located in an individual (separate) property.

The costs for the maintenance of common property are set in proportion to the share owner of the premises (apartments) in the common property, unless the diverse is agreed by the owners.

A tenant (lessee) of a premises, as well as other persons who are not the owners (other rightholders) or their representatives, have no voting rights and cannot otherwise participate in the management of condominium object, but they must observe the rules that are common to all tenants and occupants (lessees) of the condominium housing.

An owner of a non-residential premises cannot participate in consideration of condominium matters which do not affect his interests. Other owners cannot participate in consideration of matters which affecting the interests of the owner of a non-residential premises only. Exceptions are issues regarding the use of common property.

If the owner of the premises (apartment) damages any part of the common property or any other premises, he must repair the damage at his own expense or to compensate the costs of fixing it. People living or using a room or space and causing the damage have the same duty as the owner.

Renovation of premises by the owner, including residing and renovation, connected with execution of works that threaten to the common property or impair it, is prohibited. Changing the boundaries between neighbouring (adjacent) rooms can be made in case of mutual agreement between the owners of these premises. Changing the location of the boundaries between premises and a common property can be made only by approbation of the other owners and the condominium governing structure.

In addition to the features above, the Law of the Republic of Kazakhstan "About the housing relations" describes owners' responsibility for payment delay, also it describes in detail privileges and precedence rules of the structure authorized to manage the condominium facilities, as well as the procedure of its appointment and other shades .

According to the "Regulations for the state registration of the condominium" [3] approved by Order of the Ministry of Justice of the Republic of Kazakhstan dated August 24, 2007 № 241, condominium object should be registered as a single complex in accordance with the law of rights' registration of the immovable property in the local institution of justice which execute public registration at the situation of the real estate object.

The text of the Regulations contains many references to the housing legislation, living area and so on. Accordingly, it is possible to take the risk to register a condominium object in non-residential stock by the mentioned Regulation.

Thus, the Legislation of the Republic of Kazakhstan has established the concept of condominium, referred it to the joint property in the form of common ownership, added a possibility to register the condominium as for Housing and Non-residential stock (yet this opportunity is problematic for the latter) and stopped at a detailed settlement of relations only in the residential sector by the Law "About the housing relations".

What to do with condominiums in non-residential stock? The earlier owner enforces this issue, the more likely to build a condominium management system in the most optimal manner. In this case, the primary owner's intent to manage as he pleases is excluded. The main thing is to make this structure more stable, legitimate and less a subject to criticise.

An owner (developer) should worry about it in advance. As early as the project is designed, registered, the land is shared the following must be properly taken into account:

- the location of the neighbouring areas which are planned to be built and the location of existing buildings;
- how to divide the plot concerning to a building on the same area;
- whether to apply an easement in reference to the land and parts of buildings ;
- what exactly will be included in a condominium in each building (in a part of a premise) – it will also help to calculate the cost of the project and future payments for services;
- which system is better to transfer the management of public services, and which divide the entrances,
- separate buildings, etc.

But how to act if the problem of condominium object management in Non-residential stock have to be solved immediately because the building is already built and all documents have been drawn without these details?

According to the civil law in Kazakhstan, the most obvious solution would be to set a contract between the existing owners. The terms of such agreement, the parties may prescribe in detail and as much detail as they deem necessary. But, we must remember that the resulting "Condominium contract" (or whatever it is named), may not be registered with the authorized state structures. Lawyers have to take some tricks within legal boundaries in order to register such an agreement. That means, they take all existing forms and create their form of "Condominium contract".

In spite of Condominium forms of contracts such agreement may be terminated or declared invalid, or not signed, because this is a "contract".

To solve the issue of common property management in Non-residential multifunctional building, can be considered the following possible forms: contractual relations, the creation of commercial and non-profit entities in the transfer of management of foreign funds, etc. These options have their advantages and disadvantages. And in each case should be an option that minimizes the disadvantages and will ensure the interests of owners.

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THE MODELING OF THE LOGISTICS BUSINESS PROCESSES AND ITS IMPORTANCE FOR AN ENTERPRISE

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The relevance of this research is determined by the fact that the modern enterprises are forced to be constantly engaged in the improvement of the activity. This requires the development of new technologies and techniques of business dealing and, of course, introduction of new methods of the management, promoting more effective planning and the organization of activity of the enterprises. Having the model of the business operation, all its logistical business processes focused on achievement of a specific goal, it is possible to reveal the possibility of its enhancement and provision of its competitiveness. Analysis of an enterprise as a model is a convenient way to answer the question of what is necessary and sufficient to achieve the specific objective.

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The logistics at the enterprises is an important source of efficiency increase of their work and non-productive costs reduction, and also the losses associated with the occurrence of the problematic situations. The performance evaluation, identification of problematic situations and the search for effective management decisions, require research of processes in the dynamics. Simulation modelling is the basic tool of the analysis of dynamics of economic systems, including logistics systems of the enterprises and supply chain businesses.

The objective of modeling is to systematize the knowledge of the enterprise and its business processes in the evident graphical form, more convenient for analytical processing of the acquired information. The model should reflect the structure of the logistical business processes of the organization, the details of their accomplishment and sequence of document circulation.

The idea of modeling of logistical business process is already a sign of the fact that for the modern manager and all employees of the enterprise need a clear vision of all activity and, most importantly, its final result is necessary.

By means of modeling both internal and external, logistics of the enterprise can be studied. Moving the objects on the whole territory of the enterprise or in its separate divisions concerns internal logistics in. To solve the tasks of internal logistics the following kinds of models are traditionally created:

- models of transportation systems of cargoes on the territory of the enterprise through mobile means (lift trucks, trailers, etc.);
- models of stationary floor and pendant transportation systems of cargoes (cranes and conveyors of various designs);
- models of processes in warehouses: cargo reception, moving of cargoes to zones of storage area and back, selection, picking, packing and sending of cargoes;
- models of production lines and assembly conveyors.

External logistics deals with transportation of cargoes and the goods between various geographical points with application of usual means of transport: automobile, railway, river, sea and air. More often models of processes of internal and external logistics are created and researched separately from each other, but in certain cases complex models are also created. For example, at the wholesale trade enterprise (in distribution center of the goods) to the external logistics concerns the supply of goods to the warehouses of the enterprise, the transport of goods between warehouses of the enterprise, and also from enterprise warehouses to clients. Processes of handling of the goods at the enterprise warehouses should be considered as processes of internal logistics [2, p.28].

Modeling of logistical business processes in the enterprise can be directed to the solution of a great number of different tasks:

- to specify precisely the result of a logistical business process and to estimate its value for the business;
- to specify action repertoire which constitutes a logistical business process. A clear determination of a set of tasks and actions which is necessary for executing, it is extremely important for a detailed understanding of the process;
- to specify an order of accomplishment of actions. Actions within the limits of one logistical business process can be carried out both in succession, and in parallel. It is obvious that parallel execution if it is admissible, allows to reduce a general lead time of the process and, hence, to raise its efficiency;
- to produce a division of zones of responsibility: to specify, and then to trace, which employee or enterprise division bears responsibility for the accomplishment of this or that action or process as a whole;
- to specify the resources consumed by the logistical business process. Precisely knowing, who uses what resource and for what operations, it is possible to raise efficiency of resource utilization by means of planning and optimization;
- to understand the essence of interactions between employees participating in process and divisions of the enterprise and to estimate, and then to raise the efficiency of communications between them;
- to see the dynamics of documents during the process. The logistical business processes produce and consume various documents (in the paper or electronic form). It is important to understand, whence and where the documents or information flow, and to specify, whether their movement is optimum and whether all of them are necessary;
- to specify potential bottlenecks and possibilities for improvement of process which will be used later for its optimization;
- to implement more effectively the quality management standards, for example ISO 9000, and to come certification off;
- to use models of the logistical business processes as a guide for new employees;
- to make effective automation of the logistical business processes in whole or their separate steps, including the automation of interaction with the environment – clients, suppliers, partners;
- having understood in the aggregate of logistical business processes of the enterprise, to understand and describe the activity of the enterprise in whole [1, p.56].

The model of logistical business process is the simplified representation of the real object in the form of the graphical, tabular, text, symbolical description of logistical business process, or their interconnected set.

The models of logistical business processes are applied by enterprises for various purposes, what determines the type of the model being developed. The graphical model of logistical business process in the form of the evident, widely understood diagrams can be used to train new employees their functions, coordination of actions between the structural units of the enterprise, selection or development of components of information system and so on. The description by means of models of existing and target logistical business processes is used for optimization and enhancement of activity of the enterprise, by elimination of bottlenecks, duplication of functions and other. Simulation models of logistical business processes allow to estimate their efficiency and to see how the process with the input data which have never occurred in real work of the enterprise will be carried out. Performed models of logistical business processes can be started on the special software for process automation directly on model [3, p.96].

The model allows to carry out the all-round analysis, to view from divergent angles, to see what, probably, all the employees of the enterprise, including a management don't see.

Today in the market of computer technologies several special programs are presented, allowing to survey the enterprise and to construct a model. The choice of methodology and tools with the help of which a modeling of logistical business processes is conducted, has no basic value. There are standardized, time-tested methodologies and tool means with the help of which it is possible to examine the enterprise and to construct its model. Their main advantages are simplicity and accessibility to mastering.

The most known and widespread technique is the methodology of structural analysis SADT (Structured Analysis and Design Technique). On the basis of this methodology the standard of modeling of business processes IDEF (Icam DEFinition for Function Modeling, where «ICAM» is an acronym for Integrated Computer Aided Manufacturing) has been adopted. IDEF accepted as the standard in the several international organizations, including the NATO (North Atlantic Treaty Organization) and the IMF (International Monetary Fund). BPwin (Logic Work) is the tool means completely supporting the standard IDEF.

In the conclusion it is necessary to emphasize that the main advantage of the idea of the logistical business processes analysis of the enterprise by means of creation of its model is its universality. First, the modeling of logistical business processes is the answer to practically all questions, concerning enhancement of activity of the enterprise and increase of its competitiveness. Secondly, a manager or management of an enterprise which has implemented this methodology will have the information which will allow to improve independently activity of the enterprise and to make a forecast of its future.

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ANALYSIS OF THE EXISTING METHODS FOR ACCOUNTING COST AND PRICE COST

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Nowadays cost and cost price are the main indicators of efficiency of enterprise activity, that is why there are multiple methods for calculation cost and cost price. Some of them are used in our country, while others are used in world practice.

In condition of dynamic development of modern market economy importance of cost price term as a main index of activity of an enterprise has increased. Analysis of production cost allows to evaluate operation if the enterprise, to determine trend of this index changing and also to reveal a number of factors, having influence on changes of cost value. Also thanks to this analysis determination of production profitability, calculation of national revenue of the country technology are carried out. Of course, cost price term is closely connected with cost term. According to E.L. Koller just cost accounting makes up basis of accounting, but for a long time cost accounting and cost price calculation were under evaluated among accounting officers.

Needs of developing economics of industries countries formed at the end of XIX century – at the beginning of XX century, made to draw more closed attention to the problem of cost accounting an cost price calculation. The founders of scientific approach to cost and cost price accounting were economists J.M. Fells and E. Garke, who in 1887 presented the first edition of the theoretical work “Production account: principles and

practice of their accounting". Now there are multiple methods for calculation of cost and cost price. Many of them have been applied for a long time, some of them are in the process of formation, or just to the contrary have been obsolete. In our national practice in accordance with the methodical recommendations on predicting accounting calculation in industrial organizations of the Ministry of Industry Of Republic Belarus, implemented by the order of the Ministry of Industry No 250 dated April 1, 2004 are used repartition, *позаказный*, process (simple) и standard cost methods of calculation. Dwell on every one in detail.

1. *Repartition production costing method* – system, according to which, costs are distributed between homogeneous production, which is passing consecutively mass productions. Object of calculation is a separate repartition that is completed stage of the technological process. Each repartition, except the last one, represents a stage of raw material processing, resulting in obtaining an intermediate or finished product. Every intermediate product is picked out provided it has its own direction of usage, it means it may be realized. Advantages of this method are simplicity of their usage and low cost. Shortcoming of this method is complication in evaluation of unfinished production cost.

Cost price calculation using repartition production costing method is carried out using the following stages:

- calculation of the stream of physical units;
- determination of production stream in conventional (equivalent) units;
- summing up of all accounted costs in debit of the account "Main production";
- cost price calculation of a production unit;
- cost distribution between finished intermediate product and unfinished product at the end of the period, where the first to steps are quantitative operations and the rest are value operations.

Cost accounting using repartition method is carried out by enterprises of metal orgy, oilrefining, chemical, glass, cement, painting, textile and meat industries.

2. *Job-order production costing* system implies production cost calculation of individual products or groups of homogeneous products. Homogeneous products possess similar qualities and are easily identified. This method is used as a rule at individual production units. Thanks to this method there is no need to distribute costs between finished products and unfinished production and that is substantial advantage.

Among the other merits attributed to the job-order production costing system are the following:

- to definite exactly cost for a specific order and accordingly its price;
- to evaluate efficiency and profitability of separate orders;
- to form a basis for planning production cost and purchase prices for future orders;

The main shortcoming of this method is considered determination of actual cost price only at the end of the order execution, hence lack of the control over cost in the time of the execution.

Cost accounting by this method is executed based on the following stages:

- cost planning of the enterprise on the whole and cost planning of separate orders;
- cost collection and distribution analysis of order efficiency.

3. *Process production costing (simple)* system executes by production distribution of direct production, production unit, general economy and other costs for finished products (work, services) in equal shares for the reporting period. At the end of the reporting period all the cost are divided by quantity of the finished products and get in such a way a value of average production cost price. Of a production unit consists of some process sections, producing as a result intermediate (unfinished) products, then direct production cost is accounted apart in every section, but production unit and general economy costs may be distributed to the process sections in proportion to direct production cost at the end of the reporting period. As a result we may obtain detached cost of every production period and a component of average production cost price for every process. Such a method is applied at the production units, where it is not possible to compare cost with a unit of goods produced due to complexity of technological process, for example, electric energy generation.

4. *Standard production costing* system is presented by totality of procedures for planning, rationing, delivery of raw materials internal reporting, production costing, and execution of cost control. This method assumes interference into formation of production cost. Standard production costing system is an instrument of saving of resources and allows to reveal resources for reducing cost. It had been used in production practice since the end of the last century. The essence of this method is in determination of preliminary cost standards and finding deviations from them: in the first hand labour and material cost are related to the standard production costing system. Using standard production costing system actual price of the limited products is determined as a sum of standard cost price, deviation from the standards and changing the standards, that is in accordance with the following equation 1:

$$C_{act.} = C_{stand.} \pm \text{Standard deviation} \pm \text{Standard changing}, \quad (1)$$

where $C_{act.}$ – actual cost price; $C_{stand.}$ – standard cost price; Standard deviation – deviation from the standards, which may be positive as a result of saving, achieved by almost completed usage of raw materials, by increasing

labour productivity, by reducing time for component treatments and so on, and negative, as a result of spending too much of raw materials, additional labour payment spending, etc., Standard changing – changing of standards (increasing or decreasing).

It should be understood that such a variety of cost accounting and cost price calculation methods are stipulated for that every separate method has a number of merits and shortcoming, so there is no such a method, which is applied for any type of production unit. That is why often production units change applied method for the other one at the end of reporting period.

Among the methods applied in Republic Belarus the most substantial shortcoming are:

- complicated evaluations of every stage of production;
- lack of cost control and accounting on separate technological stages of production;
- difficulties in defining of types of cost accounted;
- complicated final costing and other.

So solution of revealed problems and shortcomings is possible through adopting experience and practice of foreign enterprises. Controlling and logistic controlling, ABC-analyses (activity based costs), functional cost analysis CVP-analysis and “just-in-time” system are the most popular methods of accounting cost and cost price in the world.

ABC-analysis with considerable accuracy to define production cost value and to control them. Intent attention in this analysis is paid to sources causing cost rise. “Just-in-time” system allows to minimize production raw materials stock and percentage of defective products. Also this system makes it possible to reduce production areas and to reduce the time of finish products storing. Installation of this system is at a production unit often requires substantial investments, but such costs will be surely paid back. Controlling is based on principles of direct costing and standard costing, but its application is much wider. It is not limited to control cost of production profitability, it also secures maximum profit. Controlling system is especially expedient, when the enterprise is controlled by many departments and services. Controlling is executed in two stages:

- strategic stage (securing long term production unit operation);
- operative stage (reaching the planned level of profit).

Logistic controlling in its turn studies areas, where production costs are formed, and finding the ways to reduce them.

Finally it is necessary to draw conclusion that there are multiple methods to minimize costs and maximize profits, but for every separate production unit it is necessary to select its own most suitable method, dependent on peculiarities and specificity of production.

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