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**THE ROLE AND IMPORTANCE OF THE MECHANISMS CONTRIBUTING  
TO MAXIMIZING PROFITS IN PROFESSIONAL SPORTS****ALIAKSANDR MATVIENKA, ANASTASIYA YEMIALYANAVA**  
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*The article is devoted to possibilities of using mechanisms that maximize profit in professional sports. Examples of the use of these tools in world sport. There are opportunities for the sports industry of the Republic of Belarus in this direction of improving economic policy.*

A key link in the stability of the economic policies of professional sports clubs (PSC) serves the balance under articles profit. Indicators of financial and investment activities are the monetary expression of sporting achievements of PSC, reflect the result of financial and investment activities of the team. The high profit before income tax of PSC provides an additional opportunity to invest in intangible assets, infrastructure, etc. Practical experience shows that in the budget of PSC comprehensive income on the match day, so it is more stable from an economic point of view.

Consider the possibility of profit maximization of PSC in the context of the operating activities in the formation of revenue items on the example of professional football. The results of the team's performance will have a direct impact on commercial activities of PSC. Strategic planning of sports achievements of the team is a major component of the budget of PSC in the coming period, as well as forecasting of the statement of profit and loss. Sports results have a direct impact on the main article profit of PSC. PSC management is relevant sporting achievements and investment in the development of the team during the reporting period.

In the Republic of Belarus the budgets of many PSC rely only on the investments from local budgets, total income on the match day and the sales of TV rights are negligible or absent altogether. From sponsorship contracts, for example, in the Premier League, we can highlight the areas of concern "Belneftekhim", banks and insurance companies.

Belarusian business structures are ready to invest money in the industry of professional sports, but, typically, sports organizations have nothing to offer to attract these funds into their projects. Money invested in sport organization, must be addressed, otherwise professional sport in the Republic of Belarus not to pass on an economic platform and not be transformed into a business [7].

Bonus from playing in the European Cup and Club World Cup is a significant part of the revenue of PSC. There is always the opportunity to replenish the club's budget, participating in the European Cups, when the Belarusian clubs left in European tournaments, the team earned from UEFA a significant premium [17, 18]. In addition, in 2014, the Association "Belarusian football Federation" has allocated a prize Fund that at the end of the season was distributed among the top three, for a total amount of 300 thousand US dollars [4].

Profit from the events of PSC income not related to the game reflects the degree of development of the product, ticketing and pricing policies, as well as the elasticity solutions manual in a transforming environment. These indicators give the possibility to calculate the profit of PSC from implementing ticketing and club goods in the long-term cost effectiveness for home games. The profit from each game per user is the main indicator of the impact of commercial policy. Effective ticketing policy of the PSC must meet the following criteria: stability, according to consumers and flexibility in the regulation monitoring of upcoming games based on achievements over the past matches. Commodity and ticketing policy provides for the establishment of the implementation of the ticketing and club products, which may include websites, brand stores, specialized establishments and infrastructure for the stadium.

The consumer behavior of fans can be interpreted as a fundamental basis for promoting PSC. A fundamental factor in this case is the level of achievements of PSC, in the absence of positive dynamics of the interventions are very difficult to guarantee the output on the break-even point and the higher the yield. In the absence of significant sporting achievements of the team of PSC is necessary to conduct an effective marketing policy and trying to increase profits through the implementation of systems of interaction with customers, through which PSC transform it economically passive fans into the action as the main consumers, expressed in the form of a game and accompanying ingredients, such as team merchandise, souvenirs, etc.

One of the main mechanisms of increasing the profits of the infrastructure are the VIP lounges, the audience of such places pay much greater cost for special visual status and opportunities that provide them with the managers of sports. For example, in Germany the total number of VIP lounges in relation to the total number of seats is 3 to 5 %. Terms of the sale of the skyboxes give about 15-20 % of the proceeds from ticket programs [2].

For senior managers and key functionaries of the business processes in the industry of professional sports,

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the main task is to organize any events at the highest level, and to be in demand by consumers as a quality product, which includes certain factors: victory or performance at the highest level of PSC, participation in international tournaments, the infrastructure provides merchandising services, as well as good information support.

For business processes in the industry of professional sports, as in other sectors of the economy, it is important to use PR opportunities. The PR service consistently show a significant increase of its necessity in professional sports based on the trends in the industry of professional sports has acquired the most attractive position relative to other investors and sponsors.

Currently, there are many PR-technologies of maintenance of investment attractiveness of PSC generating a profit. According to professor northwestern University USA, a recognized expert in the field of public communication and image-making, Irving Reyna, professor graduate school of management, G.L. Kellogg, northwestern University, USA, honorary doctor of the Russian University of Economics named after G.V. Plekhanov Philip Kotler [16, p. 264–289] professional athletes, owners of PSC, coach, sports development programs, professional leagues, sporting goods, sporting events, sports television programs and professional sports teams can be a sports brand. Sports brand is a strategic asset, and the only component of the property that can remain unchanged for several years, while maintaining its working capital cost. It is also one of the intangible assets.

The brand value of the football club Manchester United [15] is estimated at 351 million U.S. dollars, accounting for 24 % of the value of the company. The value of the brand also includes the annual revenue from sponsors at 94 million U.S. dollars, and proceeds from media rights at the level of 70 million U.S. dollars. European PSC have higher brand value than American because European clubs have income from sources that they don't have to share with other teams from their country, or from sources, which to a lesser extent sponsor their competitors.

Business brands are evaluated based on how much the market value exceeds the carrying value benchmarks for the industry [13, p. 163–167]. Cherepanov V.Y. in the context of her dissertation research, "Evaluation of brand value and the trademark of the professional football club" [11] have developed the theoretical framework of the valuation of brands and trademarks of PSC. Using valuation for the efficient management of brand and trademark, PSC provide the basis for increasing the value of their business and the level of investment attractiveness. The practical aspect of the work was the possibility of a more qualitative assessment taking into account specifics of activities of PSC and distinctive features inherent to their brand and trademark. According to V.Y. Cherepanova further direction of research, based on the results achieved, can become a complex development of measures for profit maximization PSC.

Pioneers in trying to focus on the brand, the process of providing services can be considered presidents of multinational consulting company TMI in the USA and New Zealand Janelle Barlow and Paul Stewart. In his book "Service oriented to a brand" [12] the authors open up new perspectives, combining the dynamics of customer service with complex emotional connections that create a strong brand. Practical recommendations contained in the above labor will implement a service-oriented brand to the company through a policy of human resource management.

PSC promote their brand in society, strongly encourage their athletes to participate in various marketing projects and promotions of world famous companies brands. These activities increase the image of the PSC and added to the budget of huge financial infusion. So, according to estimates of the sports analysts, the following professional athletes in its advertising and sponsorship portfolio store a variety of different contracts.

So American basketball player Derrick Rose in addition to the contract with "Adidas" for 200 million U.S. dollars for a period of 13 years has collaborated with the brands of "Powerade", "Wilson Sporting Goods Co." "Skullcandy" and "2K Sports" in 2012 bought a stake in a network of pizzerias "Giordano's". The golfer from Northern Ireland Rory McIlroy signed with Nike for 10 years, the amount of which 200 million U.S. dollars, in parallel to continued cooperation with the Swiss luxury watch brand "Audemars Piguet". Despite the fact that footballer David Beckham ended his professional career, he remains an Ambassador of the brand "Adidas", which is a lifetime contract for 160 million US dollars, represents the interests of companies "Burger King" and "Sky". He advertises the brand "Belstaff, as well as the car manufacturer "Jaguar" chose him as their Ambassador to China. He works closely with the Swiss Department store chain H&M, which manufactures a proprietary line of men's and children's underwear [9].

American golfer Tiger Woods contract with Nike for 5 years, the amount of which is 100 million U.S. dollars. Among basketball players NBA LeBron James, the biggest advertising star, makes Nike contract for 93 million U.S. dollars, contracts with McDonald's, Coca-Cola, Samsung and other brands, sales of his signature sneakers have reached the amount of 300 million U.S. dollars [6].

To the need to minimize risks to promote a specific professional athlete of goods from several organizations, companies try to minimize such a possibility in the contracts, but this service, as a rule significantly increases the amount of the contract. The most successful PSC in the world give much importance

to formation of the attractive image. They receive income from articles profits, which enable to increase significantly the ranking of PSC. A rich selection of PR-technology contributes to the efficiency and stability of management policies in the field of PSC image.

From the ordering of certain ways, forms, methods and operations on the basis of which integrated public relations, the Institute of public relations has been formed [8, p. 3], involving multiple activities aimed at improving relations between the organization (PSC) and the public, as well as with those who join with it in business contacts both inside and outside. No PR seems to be possible to maintain management and business in the industry of professional sports. PR in the industry of professional sports plays a small value for enhancing the sustainability of PSC and athletes and for the whole society, through the promotion of a healthy lifestyle.

The most striking example of profit on the resource usage of sports facilities to promote shows, concerts, etc., for the Republic of Belarus can serve as a multifunctional cultural-sporting complex "Minsk-Arena", which is one of the most modern multifunctional buildings in Europe, impressive for its architectural design in the style of hi-tech, designed for international sports and cultural events [5], such as concerts of Russian and foreign stars, luxury ice shows [1].

The trim command shows the efficiency of the sports school of PSC. The number of foreign players in PSC can be viewed from two perspectives: one, the presence of elite legionaries tells about the significant investment potential of PSC, on the other hand, the increase in their number indicates a deficit of their wards, and as a consequence, a low level of sports schools and one of the basis for the successful functioning of PSC in the long run. In his thesis A.G. Dmitriev "Optimization model transfer strategies of professional football club" [3] has developed models of analysis, selection and performance management transfer strategy of PSC that will implement the behavior of PSC in the transfer market, which can be used to transform management objectives into appropriate management decisions. The performance of PSC players for the national teams in the international arena has a direct impact on increasing the number of fans of the team.

One of the best examples of profit maximization can serve as policy of the football club "Manchester United", which takes place using some of the tools listed above. According to the report Deloitte "Football Money League 2015" [14], despite the games shortcomings in the season, "Manchester United" showed tremendous revenue growth, almost 100 million euros, ahead of Barcelona and Bayern Munich and behind only real Madrid. The income of the club in the main areas during the reporting period was as follows: total revenues on the match day is 129.3 million euros (25 %), the right to broadcast is 162,3 million euros (31 %) and commerce, which includes revenue from merchandising and sponsorship contracts is 226,4 million euros (44 %), the budget of the club respectively amounted to 518 million euros. According to forecasts, Deloitte "Manchester United" in 2017 will be back in first place in the ranking.

For comparison, revenues, and budgets of clubs of the higher League of the Republic of Belarus on football over the same reporting period is significantly lower, the total budget of all teams amounted to 34.1 million US dollars [10] that at 17.3 times less than the budget of "Manchester United". As can be seen from this comparison, the budgets and income of the Belarusian PSC strongly lag behind the foreign.

Based on the foregoing, the actual development of modern methods and mechanisms to improve the capacity of PSC to maximize profits for the major revenue items of the budget that is dictated by intensively changing market conditions, and is aimed at improving the quality of sports products and services in the industry of professional sports, which in turn will have a positive effect on the level of the whole industry in the country.

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