

Economics

- f) use of venture capital;
 - g) innovative activities in the field of IT-technologies;
 - h) improvement of the legislation in the field of intellectual property.
3. Education:
- a) the introduction of government and business partnership in education;
 - b) informatization of education;
 - c) revision of curricula;
 - d) conduction of internships on enterprises
 - e) preparation of elite specialists;
 - f) feedback from the employer.
4. ICT:
- a) improving of equipment;
 - b) expansion of e-services;
 - c) improvement of the legislation in the field of ICT;
 - d) development of broadband access to the Internet;
 - e) creation of ICT development.

Thus, carrying out the above activities, creating a culture of knowledge will lead the organizations in the region and the country to economic growth and prosperity and that is possible only with mutual development of business and government.

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UC 33:769(07)**PHYSICAL-SPORTS FACILITIES:
ECONOMIC ANALYSIS, PROBLEMS AND PERSPECTIVES OF DEVELOPMENT****RUSLAN ZHURNIA, ANNA LAVRINENKO
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At present the issues of physical-sports facilities management for optimization of budget expenditures and the use of the given facilities in business activities on the terms of self-repayment are urgent. Proper organization of physical-sports facilities functions and effective planning of their activity will provide self-repayment of marginal facilities and allow to avoid construction of sports centers without conducting thorough analysis of their future cost effectiveness.

Physical education and sport are important factors of health promotion among the population and preservation of the gene pool of the nation in the Republic of Belarus. Priority guidelines of the social and economic development program in the Republic of Belarus are satisfaction of people's needs in systematic exercises, improvement of their health, provision of sportsmanship and health. One of the most important directions of the targeted goals is construction of physical-sports facilities and further development of their network providing arrange of sporting services and a developed infrastructure of commercial services. Sports service market has been growing rapidly over the last years: there are 238 stadiums, 41 sports arenas, 237 swimming-pools, 6619 sports clubs, more than 695 mini swimming pools in infant schools, the Olympic training bases "Stayki", "Raubitchi", "Ratomka", sports palaces, tennis courts, multifunctional ice stadiums, more than 10 000 outdoor sports areas, etc. The sports facilities are multifunctional, have modern design and comply with international standards.

Taking into account high profitability ratio and social significance of this business, it is possible to assume that it will be attractive for active economic players, including big investors. Considering the significance and applicability of Belorussian sports and health infrastructure, economic literature on the given issue was studied. A conclusion has been made that it lacks scientific research on economic aspects of physical-sports facilities management. That is why it is necessary to ground the methodology of assessment and revealing of physical-sports effective use factors, which allows to define their capacities and real need of the region in physical-sports facilities.

Economic analysis of physical-sports facilities is directed at revealing of opportunities to improve sports facilities management oriented on provision of economic sports sector competitiveness. Effectiveness of physical-sports facilities operation is determined by the choice of analytical procurement of sports facilities management and analytical work efficiency.

Analysis of sports facilities use has a two-fold character. Among the results of their activity we can single out economic and sports components, which are interconnected and inseparable. On the one hand, facilities are economic objects as they form part of non material sphere of national economy. Economic components presuppose commercial use of physical-sports facilities in order to derive a profit. On the other hand, their main activity is directed at development of sports. Sports components are aimed at training of sports men and sports reserve, i.e. at social effect, which provides improving of the country's image in the world sport community, high interest in physical education and sports among the people, health promotion.

The objects of the analysis are physical-sports facilities. Physical-sports facilities are objects designed for sports activities [1]. The most important functions of physical-sports facilities are: health promotion work among the people; training of sportsmen; organization of physical training activities; promotion and popularization of physical education and sports.

Physical-sports facilities form a unified system are divided into 6 sections according to their functions:

- 1) providing training according to the programs of infant schools;
- 2) providing training during working hours and after work;
- 3) providing training for service in Military Forces, keeping fit for special types of work (civil aviation, mounting, etc.);
- 4) providing health-promoting activities among the people (construction of polyclinics of physical therapy, holiday centers, recreation resorts);
- 5) providing physical education in rest mode;
- 6) providing training of top-rank sportsmen and organization of sports competitions.

Physical-sports facilities can be state (republican or municipal) and private. Objects fully owned by the government are capital facilities for training of national teams of the Republic of Belarus, sports reserves, top-rank sportsmen formed or bought at the expense of republican, local budgets and state legal entities [2].

Any organization possessing or managing physical-sports facilities presupposes their involvement into economic cycle in order to derive a profit. Retained profit from sports areas use can be further directed at financing of sports activities, expenses on operation and maintenance of sports facilities, creation of corresponding funds and reserves, payment of dividends to founders, etc.

Studying the activity of physical-sports facilities it is necessary to mention diversification of their services. A sports center aspires to occupy all market niches to maximize profit. Each type of services determines the specificity of sports area organization. The procedure of functional zonation of a sports object includes assessment and verification of rational space use considering separation of functional and spectators flows. As a result separate areas are singled out, which are aimed at organization of different kinds of activities, processes and procedures. The basis for zonation is a service with its most important consumer attributes. In that context, a physical-sports facility is considered as a territory divided into certain areas (rooms) according to the types of activity and physical load. In order to analyze the effectiveness of physical-sports facilities use all areas should be segmented according to their purposes:

- 1) main areas – they are designed for organization of training, health-promoting and entertainment events;
- 2) additional areas – include related services not connected with sports sphere (for example, selling of sports goods refer to retail trade; meal service for spectators refer to public catering);
- 3) secondary (technical) areas necessary for servicing of clients and provision of physical-sports facilities operation.

To provide physical-sports facilities management it is important to attract investments and create an effective mechanism of their accounting and control. A significant factor, which has impact on the process of formation and use of financial resources is the purpose of physical-sports facilities use: for training of sportsmen (sporting events); for health promotion among the people (provision of commercial services).

A specific feature of the economy of modern sports is its financing by the government as well as by private investors [3, p. 16]. Expenses of sports organizations are financed from three main sources: sponsor support; budget financing; money received from business activity of a sports organization (service lease, rent of sport equipment, selling of tickets and passes, advertising, etc.).

Additional sources of financing are facilities received from intragroup transactions, international and foreign sports organizations; loans, credit aid, etc.

Economics

According to the National Index of the Republic of Belarus OKRB 005-2006 "Types of Economic Activity" activity of sports organizations refers to section "O" – "Provision of Communal Public, Social and Personal Services" in two main directions [4]: 1) section 92 "Activity on Recreation and Entertainment, Physical Education and Sports Organization", subsection 926 "Activity in the Sports Sphere", subclass 9261 "Activity of Sports Objects"; 2) section 93, subsection 930 "Provision of Individual Services", subclass 9304 "Health Promoting Activity". Apart from this, physical-sports facilities can be let on lease to other organizations for carrying out sports events, training camps, exhibitions, concerts, conferences, etc. (subsection 702 "Leasing of Own Real Property" OKRB 005-2006). Sports organizations are also allowed to organize gambling games within sports facilities (betting houses, slot halls; lotteries, selling of lottery tickets, etc.).

Most physical-sports facilities in the Republic of Belarus are focused on training and provision of free health promoting services, so they are oriented on budget and sponsor financing, but not on acquisition of income by means of commercial services provision. That is why such important aspects as physical-sports facilities management, income planning, promotion of sports services are not taken into consideration, which leads to the necessity of additional budget financing of expenses on operation and maintenance of sports facilities. Therefore, further functioning of sports facilities without budget financing is problematic taking into account the existing practice of management and satisfaction of their needs in financial resources for current activity and development purposes. So, there is an endless circle – the less effective the use of a sports object is, the more expenses it demands.

Economists D. Pankov and S. Repkin analyzed the existing practice of sports organizations and singled out 6 main stages of their activity: 1) financing; 2) supply; 3) training process; 4) performance itself (game, competition); 5) selling of a competition as a special kind of goods and services; 6) formation, distribution and redistribution of financial results [5, p. 31].

Under conditions of budget and sponsor financing deficiency or its unstable receipt the importance of self-financing of all physical-sports facilities is increasing: profit derived from their use in business activity should at least cover expenses on their operation and maintenance. It is necessary for governmental authorities to take measures aimed at motivation of sports organizations to develop their business activity. It is also necessary for sports organizations to consider development plans presupposing increase of profit derived from business activity.

Nevertheless, business activity of sports organizations, sport clubs, specialized sports bases, training centers, Youth Sports Schools, Specialized Children and Youth Sports Schools of the Olympic Reserve is limited, because sports facilities can be used for provision of commercial services only at off-training time. Commercial activity is incidental and is formed on the basis of the opportunities to use sports facilities besides organization of training. That is why mainly private physical-sports facilities can be met among cost-efficient sports facilities in the Republic of Belarus. They have a developed conception of rendered services, which considers location and parameters of a sports object to the fullest extent. Their range of services is not limited only by sports and health promoting ones. The activity of these organizations is aimed at deriving profit and is carried out on a self-financing principle [6].

The most topical segment of social objects for which self-financing is most urgent is physical-sports facilities of local infant schools, comprehensive schools and grounds. Unprofitable activity of the given segment is determined by lack of finance and experience for appropriate treatment of modern sports facilities, making them cost-efficient, deriving profit for development of sport clubs, organization of different health-promoting events, etc.

Effectiveness of physical-sports facilities management is determined by efficiency of analytical work, including the choice of objects and methods of analysis. The objects of management and analysis are sports facilities of a certain kind divided into rooms, areas and sports sections.

The issues of sports facilities maintenance and development should be studied on the basis of the principles of economic expediency, assessment of effective supply and demand on sports goods and services. When the methodology of assessment of physical-sports facilities effectiveness is developed it is necessary to take into account such peculiarities as diversification of sports services rendered, visitor capacity of physical-sports facilities, frequency and duration of services accomplishment. Apart from that, sports services have an individual character, which determines certain specificity of a sports area organization. That is why the basis of the analysis should comprise the process of functional zonation of a sports object into main, additional and secondary areas as objects of profit, expenses and income.

So, as there is no well-defined strategy of sports development, budget financing is limited, new sources of income to cover expenses are being actively searched for, it has become necessary to create a system of sports facilities management, which will be responsible for organizational and operational work on their strategic development. A more perspective solution to cut expenses from republican and local budgets is the use of physical-sports facilities in business activity with its social components remained.

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**THE INTEGRATION OF PROFESSIONAL SPORTS WITH ART
AS A PROMISING TOOL FOR SPORTS MARKETING****ALENA ZAKREVSAYA, ALIAKSANDR MATVIENKA
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The article is devoted to marketing in the industry of professional sports, especially the integration with art. The authors analyzed a number of investigations on the problem of home and foreign scientists. They identified a number of problems connected with the development of professional sports and arts synthesis as the object of marketing communications. The complex approach to solving problems of integration of professional sports with art, which finds its place at the heart of programs and activities, which are developed in the framework and on the basis of the idea of marketing projects, is reviewed. The directions, which may strengthen the union of professional sports with art, are proposed.

The experts in the area of sports marketing suggest that the art will prevail over the professional sports as a primary form of entertainment and leisure consumers, especially among the older generation. Predicting the growing popularity of the art and the decline of interest to the industry of the professional sports, sports managers from countries with developed market economies, organize and implement in practice a variety of sports festivals – the symbiosis of professional sports and arts.

In connection with the foregoing to attract consumer behavior spectators, performances in figure skating, exhibitions of sports brands and logos are planned and conducted, and organizations that produce and sell sports products for the mass consumer, such as Nike and Reebok, attract professional first-class athletes to promote their brands.

Robert Lipsyte in 1970 noted that society must be changed before the sport can be changed, a professor of the University of California Harry Edwards also pointed out that without some massive changes in the value system of the American society Institute of sport cannot change its structure, function and cannot survive [12, p. 354].

Many investigations of various scholars, among which we can note the works of Arguel, [5], Arnold, [6], Best [7], Coubertin [9, 10], Daume [11], Green [13], Grys [14], Lambis [17], Marazov [18], Masterson [19], Nissiotis [20], Sala [21], Samaranch [22], Ward [24], Witt [25] and others, are devoted to the problem of synthesis of professional sports and art.

This problem was also touched upon at many international conferences, we can point out the following ones:

- 4th, 10th and 26th session of the IOA [20, 28];
- Olympic scientific Congress in the USA in 1984 [26];
- international conference "Art and sport" in Leipzig in 1983 [29];