

MODERN DEVELOPMENT TRENDS OF THE ORGANIZATION OF OWNERSHIP STRUCTURE IN AZERBAIJAN

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Annotation. The modern economy affects the development of entrepreneurship in the field of Physical Culture and sports, the increase in the number of owners of physical education and sports organizations, the increase in the diversity of their organizational and legal forms, and the improvement of the quality of physical education and sports services.

As in all the leading countries of the world, sport is being developed in Azerbaijan and is one of the priority areas of the country's welfare. In this regard, the topic of the article is very relevant in modern times.

As in all leading countries of the world, a great place is given to the development of sports in Azerbaijan and it is one of the priority areas of the government. In this regard, the topic of the article is very relevant in modern times.

The purpose of the article is to justify the subordination of the activities of sports organizations to the objective regularities of the business environment, their current activities and further development directions.

The article includes the existing fundamental concepts and approaches of researchers of both foreign and local sports field to the development of entrepreneurship, the concept of the formation of business structures, modern management methods for the development of sports organizations.

Keywords: *sports organizations, sports entrepreneurship, sustainable development.*

Introduction. The strategic direction of the development of the country's economy is associated with an increase in the competitiveness of business entities through the implementation of entrepreneurial initiatives. Established trends in the development of sports organizations are manifested, since sport is currently both an economic and a social phenomenon. The main priorities of socio-economic policy are the formation and implementation of standards for a healthy lifestyle, increasing the level of physiological capital. Thanks to this, entrepreneurial activity in the field of Physical Culture and sports is activated, there is an increase in the number of sports and physical education organizations that differ in ownership and legal forms, their range is expanding, and the quality of services provided to the population is increasing.

Sports and physical education intensively affect the economic sphere of the state and society, depending on the quality (intellectual, physical, etc.) of the workforce. In the works of such a well-known researcher as A. Guttman, the development of modern sport is considered from the point of view of the economic systems of the Macristian Concept [2, 7].

A special place in the genesis of entrepreneurship belongs to the theory of the J.Shumpeter. According to the J.Shumpeter, the entrepreneur is a carrier of dynamic processes [3]. This is a special gift and a special function, the bearer of which does not belong to any social stratum. Entrepreneurial motives: "the desire to have your own empire", the desire to win, the joy of creativity, etc.

The Theory of J.Shumpeter, developed at the beginning of the 20th century, also remains relevant at the present time, since dynamic processes are connected with innovative

activities that are also characteristic of sports organizations.

At present, there is a two-way trend in the sports industry in the Republic of Azerbaijan:

1. Reducing the level of financing and state regulation of sports organizations by simultaneously giving them the right to engage in entrepreneurial activities.
2. Increased interest in sports as an integral part of the life of society.

The commercialization of sports is an important feature of modern society, and this process is carried out on the background of its differentiation and stratification. The implementation of entrepreneurial initiatives in sports is emphasized both in Government Programs and at the level of heads of sports organizations [1, 5].

Thus, the complex development of entrepreneurship (including minor), through the implementation of mechanisms of Government entrepreneurial partnership, is declared as the task of the strategy for the development of Physical Culture and sports.

The recognition of our country as a sports country in the world, numerous successes and achievements are highly appreciated by the international sports community, and this is an example of international interest in the development processes in the field of sports.

The series of World Championships and European Games held in our country every year, as well as taking a worthy place in the world sports arena, have led to the development of our country not only in the field of sports, but also in other areas. Along with the development of Tourism and culture, these grandiose games that give impetus to the expansion of economic relations are underpinned by the comprehensive development of our state.

The government's attention to sports ensures the popularity of sports, and a healthy generation is being formed in the country, such a generation means a healthy future of our country. Youth and Sport are concepts that complement each other. Comprehensive and

competitive training of modern youth is a continuation of the successful youth policy of the country. Our young people are distinguished not only by their active role in sports, but also in sports entrepreneurship, they play an important role in the promotion of socio-political, socio-economic events. All this is the result of great opportunities created by the government for the activities of young people, high attention and care.

Sports federations, organizations, clubs, unions, covered by the care of the Government, have also invested their work in the development of the country's sports. Receiving support from the government, they built their work on the principles of ensuring the development of physical culture and sports in the republic, preserving the health and achieving the physical development of the younger generation, educating highly professional, physically prepared youth, ready at any moment to defend the Motherland, ensuring the active participation of the national teams of the Republic in the preparation of reserve forces. Athletes who are students of these sports organizations, have performed in the form of a single team, have won high peaks in the international arena, at the Olympic Games, World and European Championships, delighting our people with victories and medals. The development of sports is always under the supervision of the president, and its development is progressing rapidly and at a high level in all regions. We do not have a district and a city without a sports center or an Olympic Center. Victories and numerous medals won by our athletes both in the country and in the international arena serve the promotion of our culture and raising the spirit of patriotism. The development of all kinds of sports in Azerbaijan, the high level of care and attention to athletes, the construction of sports complexes that meet modern requirements and, most importantly, the Olympic Movement, which has done a great job for the participation of our athletes in the Olympic Games, has won national love, the winners of the Olympic Games and athletes representing our country, are fully provided with care and support states. The regular

personal meeting of the president with athletes, attention and care for them forms the spirit for future victories, motivation to the profession and love for the mighty Azerbaijan, which always supports them. Along with the Olympic Games, the Paralympic Games are fully covered by the care and attention of the government.

This period of independence of Azerbaijan is one of the most glorious periods in the life of our people. Numerous medals won in recent years and recognition and recognition of Azerbaijan as a sporting country all over the world are an irreplaceable asset of the country's sport. All this is a successful continuation and result of the sports policy laid down by great leader Heydar Aliyev in the early years when Azerbaijan gained independence and is

one of the manifestations of great attention shown by his successor, President Ilham Aliyev to sports, athletes and specialists working in this field. So, according to the order of 2005 dated March 4, March 5 was celebrated as the "day of Physical Culture and sports".

However, the development problems of sports organizations as full-fledged participants in economic relations are the low integration of them into the economy, the inefficient use of economic potential and the poor implementation of entrepreneurial initiatives.

If we look at the data of the Statistical Committee of the Republic of Azerbaijan for 2016-2020, we can see that the structure of paid sports services provided to the population was as follows:

Table 1. Types of structure of paid sports services provided to the population (min.man)

Indicators	Years				
	2016	2017	2018	2019	2020
Paid sports services	67	78	83	88	25
	944,9	748,1	587,3	762,1	913,6

As can be seen from the table, from 2016 to 2019, these indicators have increased dynamically.

If we look at the value of paid sports services per capita in 2016-2020, we will also see a positive dynamic there.

Table 2. The cost of paid services per person of the population (manat)

Indicators	Years				
	2016	2017	2018	2019	2020
Paid sports services	7,0	8,1	8,5	9,0	2,6

For 2016-2020 years, the distribution on individual sports sections was as follows:

Table 3. Number of people engaged in sports sections (person)

Indicators	2016	2017	2018	2019	2020
Total engaged	425 523	432 028	439 799	453 887	399 120
Including women:	83 965	82 356	85 503	91 153	68 056

It is clear from the above tables that the support of the country's leadership in sports and sports entrepreneurship has borne fruit.

The two-year pandemic in Azerbaijan, as in the whole world, has shown its influence in the sports sector, as in other areas. The deve-

lopment of entrepreneurial activity in the field of sports in the country proves its interest in sports in the country and the success of Azerbaijan in the world arena.

Within the framework of the national duties on involving different layers of the population in modern sports, the sports coverage of the population until 2024 was set at 55%, and 70% of this figure until 2030. Of course, state bodies responsible for the development of Physical Culture and sports in our country cannot cope with such a lot of work as intended alone, so it is necessary to systematically involve individual business people in this area [10, 11].

There are personal successes and achievements in this area. But this is not satisfactory, because there is still no long-term and systematic support from the government. An example of the development of entrepreneurship in the field of sports today is the long-term development of the fitness industry, the creation of a large number of sports marathons and the creation of individual sports schools.

Therefore, we can say that the interests of the government and business finally coincide, and this is very gratifying.

There are 5 important factors that will contribute to the development of sports entrepreneurship in the country:

1. In the course of an objective assessment of the level of entrepreneurship in sports, we see that there are very few real examples of individual entrepreneurship in professional sports. The main task of today's professional clubs belongs to:
 - gradual withdrawal from the use of budget funds;
 - extensive use of marketing tools to generate income;
 - a phased transition to self-financing models.

This is almost a long-term goal, and to achieve it, it can be used with dignity in the practice of foreign professional clubs that have quite efficiently mastered marketing tools and competently work with the following main consumers of the sports industry with the audience and fans, business and the media (8, 9).

2. Fitness is a fairly complete and independent segment of the sports industry, which has been an obvious leader in this industry. There are fitness clubs, centers and studios in Azerbaijan. Although the coronavirus pandemic has a significant impact on the income of fitness clubs, under certain conditions, their activities can be investment-friendly in the market. It is important to note that the sports industry is by far the most dynamically developing and commercially attractive industry.

If we look back at the establishment of the first fitness clubs in 1990-91, we can see that they have achieved a lot during these 30 years. All fitness clubs were originally created as a commercial enterprise, someone's personal business - the main goal of which is to generate income. At the beginning of each fitness club stood individual investors who were confident in themselves and their capabilities, they did not hope for government's support. In order to receive income from the provision of sports – health services, it was necessary to quickly and efficiently obtain a set of various marketing tools. Do not forget that if the customer pays for the service at his own expense, he always takes seriously the price-quality ratio.

Fitness clubs mainly include gyms, a treadmill and a bicycle for those who want to lose weight. Fitness clubs, which are available in some places, especially in 4-5 star hotels, include swimming pool, billiards, table tennis,

etc.. Prices in fitness clubs vary depending on the number of training days and hours. The average monthly cost of using fitness clubs in Azerbaijan is \$ 31 (AZN 53).

This is the average price among the countries of the region. Ukraine is the cheapest country for fitness clubs. The average monthly cost of fitness clubs in this country is 15 dollars.

The average monthly cost of fitness clubs in the former USSR and other countries surveyed in the region was as follows:

1. Estonia - \$ 52
2. Kazakhstan - \$ 44
3. Georgia - \$ 38
4. Russia - \$ 32
5. Azerbaijan - \$ 31
6. Iran - \$ 30
7. Belarus - \$ 29
8. Moldova-\$25
9. Turkey - \$ 24
10. Ukraine - \$ 15

It should be noted that, according to the study, the cheapest country for fitness clubs is Venezuela. The average monthly cost of fitness clubs in this country was \$ 6.6.

After Venezuela, Kosovo (\$11), Ukraine (\$15), Sri Lanka (\$16) and Algeria (\$17) are among the top five countries with the lowest average fitness club. Qatar (\$104), Singapore (\$87), Switzerland (\$85), Saudi Arabia (\$83) and Hong Kong (\$81) are among the top five countries with the highest average monthly fitness clubs.

3. Mass sports presents many successful examples of entrepreneurial projects. Competitions on various sports are held on a regular basis, which in turn brings together thousands of eligible participants. What unites these competitions? Most of them are carried out by the organizers, and for them this is a personal matter. Thus,

today it can be argued that there is a great interest in entrepreneurship in mass sports.

4. In recent years, there has been a real breakthrough in the creation of individual sports sections, sports sections, schools, centers, and they are ready to pay any fees for quality service. Many famous athletes want to find happiness in entrepreneurship, using their individual popularity, being a star and being famous in the world of sports.
5. Over the years, various corporate leagues have given their customers the right to participate in competitions on a regular basis. For customers, it is very important that league leaders take on the solution of many issues related to the organization of competitions, since the client pays and simply wants to enjoy.

All these trends show that an individual business can learn the potential preferences and wishes of its customers and today offer a package of various types of good quality services. Let's not forget that successful entrepreneurs are people who "live" in sports, entrepreneurs and sports managers. For this, professional competencies revealed in the process of training and practice in various training programs are important.

The strategic direction of the development of the Azerbaijani economy is associated with increasing the competitiveness of business entities at all levels due to entrepreneurial initiative and the development of the innovation component. Similar trends are also observed in the development of sports organizations, since sport is currently not only an economic, but also a social phenomenon.

Thus, management innovations are important for integrated sports organizations, while social innovations for non-profit organizations will come to the fore. Marketing inno-

vation is important for commercial organizations, while technological and technical innovation will be the basis for infrastructure type organizations. To ensure sustainable and effective development, it is necessary to constantly look for innovative solutions, improve ourselves, as well as to master and apply advanced practices.

Sports and business have similar goals: winning in a competitive environment, gaining respect, self-realization. Sports organizations, regardless of their organizational and legal forms and activities, form a qualitatively new competitive environment by implementing entrepreneurial initiatives that contribute to the achievement of their main goals.

Moreover, the formation and development of competition takes place not only among sports organizations, but also among all business structures of the economy. So, sport as knowledge has always developed in cooperation with the socio-economic formation, served to achieve the goals of economic entities. Modern society is characterized by the commercialization of sports.

An entrepreneur is characterized by his special behavior as a business entity, the desire to open various income opportunities that competitors have not yet discovered. The income of the entrepreneur depends on two factors: confidential and personal knowledge. Confidential information allows business entities to think about their own chances and competitive advantages. Special personal knowledge acts as a personal resource used as a factor in the success of the entrepreneur. Entrepreneurial activity in relation to sports organizations creates the conditions for the competitiveness of sports organizations.

Conclusion. To achieve the goals listed above, the following tasks are defined:

1. To identify the features and opportunities of development of sports organizations as business structures;
2. To identify the opportunities for the realization of economic potential at various stages of the life cycle and the factors and risks that contribute to the stability of competitive positions of sports organizations;
3. To develop baseline indicators for multi-criteria assessment of the effectiveness of the activities of sports organizations as business structures;
4. To identify the methodological foundations of assessing the stability of sports organizations and their competitive positions;
5. To form a conceptual model of the management system;
6. To form a conceptual model of the management system of entrepreneurial sports organizations aimed at realizing their economic potential;
7. To develop a control algorithm.

Sport has always developed on an equal footing with the socio-economic formation, reflected the main features of its development, served to achieve the goals set. The commercialization of sports is a key feature of modern society, and this process takes place on the background of its differentiation. With an increase in labor productivity, sport is an additional source of commercialization and has a positive impact on the economy of the government as a whole.

Sport is a socio-economic phenomenon and can only be considered in this format. Sports organizations that carry out such a social mission as the promotion of a healthy lifestyle and the development of sports are of a mass nature, which contributes both to the

growth of demand and the creation of new products and services.

The social function, of course, is above all, but for the sustainable development of the sports organization, it is necessary to implement entrepreneurial initiatives. In turn, doing business becomes very difficult if the fundamental social function is not fully implemented, the level of professionalism is low.

Despite the variety of forms of organization, sports industry organizations should be social entrepreneurs, while commercial activity should be an additional source of income, which, in turn, should be aimed at the development of the organization. Now sports organizations are called upon to solve not only the tasks of social development, but also purely economic issues, and it is very important not to forget that sports here are an integral part of society.

Consideration of sports organizations as entrepreneurial-type structures allows you to identify and evaluate factors that contribute or hinder their development, evaluate the features of doing business.

The survey "entrepreneurship in sports" conducted during the study made it possible to draw the following conclusions: more than 80% of respondents identified entrepreneurial activity as an additional source of satisfaction of financial needs, determining not only the opportunities, but also the need for sports organizations to carry out entrepreneurial activities. They noted government support, access to finance, cultural and social norms, internal research and development as the main factors contributing to the implementation of entrepreneurial initiatives.

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AZƏRBAYCANDA MÜLKİYYƏT STRUKTURUNUN TƏŞKİLATININ MÜASİR İNKİŞAF MEYNƏLƏRİ

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Annotasiya. Müasir iqtisadiyyat Bədən Tərbiyəsi və İdman sahəsində sahibkarlığın inkişafına, bədən tərbiyəsi və idman təşkilatlarının mülkiyyətçilərinin sayının artmasına, onların təşkilati-hüquqi formalarının müxtəlifliyinin artmasına, keyfiyyətinin yüksəldilməsinə təsir göstərir. bədən tərbiyəsi və idman xidmətləri.

Dünyanın bütün aparıcı ölkələrində olduğu kimi, Azərbaycanda da idman inkişaf etdirilir və ölkənin rifahının prioritet sahələrindən biridir. Bu baxımdan məqalənin mövzusu müasir dövrdə çox aktualdır.

Dünyanın bütün aparıcı ölkələrində olduğu kimi, Azərbaycanda da idmanın inkişafına böyük yer verilir və bu, hökumətin prioritet istiqamətlərindən biridir. Bu baxımdan

məqalənin mövzusu müasir dövrdə çox aktualdır.

Məqalənin məqsədi idman təşkilatlarının fəaliyyətinin biznes mühitinin obyektiv qanunauyğunluqlarına, onların cari fəaliyyətinə və gələcək inkişaf istiqamətlərinə tabe olmasını əsaslandırmaqdır.

Məqalədə həm xarici, həm də yerli idman sahəsinin tədqiqatçılarınun sahibkarlığın inkişafına dair mövcud fundamental konsepsiya və yanaşmaları, biznes strukturlarının formalaşması konsepsiyası, idman təşkilatlarının inkişafı üçün müasir idarəetmə üsulları yer alır.

Açar sözlər: *idman təşkilatları, idman sahibkarlığı, davamlı inkişaf.*

СОВРЕМЕННЫЕ ТЕНДЕНЦИИ РАЗВИТИЯ ОРГАНИЗАЦИИ СТРУКТУРЫ СОБСТВЕННОСТИ В АЗЕРБАЙДЖАНЕ

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Аннотация. Современная экономика влияет на развитие предпринимательства в сфере физической культуры и спорта, увеличение числа собственников физкультурно-спортивных организаций, увеличение разнообразия их организационно-правовых форм, повышение качества физкультурно-спортивные услуги.

Как и во всех ведущих странах мира, в Азербайджане спорт развивается и явля-

ется одним из приоритетных направлений благосостояния страны. В связи с этим тема статьи очень актуальна в современности.

Как и во всех ведущих странах мира, в Азербайджане развитию спорта уделяется большое внимание, и это является одним из приоритетных направлений правительства. В связи с этим тема статьи очень актуальна в современности.

Цель статьи - обосновать подчиненность деятельности спортивных организаций объективным закономерностям деловой среды, их текущую деятельность и направления дальнейшего развития.

В статье отражены существующие фундаментальные концепции и подходы исследователей как зарубежной, так и оте-

чественной спортивной сферы к развитию предпринимательства, концепции формирования бизнес-структур, современные методы управления развитием спортивных организаций.

Ключевые слова: *спортивные организации, спортивное предпринимательство, устойчивое развитие.*