

договоренность о выведении двусторонних отношений на уровень стратегического партнерства и подписана дорожная карта сотрудничества на следующие два года. Душанбе и Минск пришли к соглашению реализовывать совместные проекты в горно-металлургической и строительной областях, в сельскохозяйственной кооперации, а также в областях легкой и пищевой промышленности. Одним из главных достижений в этом направлении стало открытие 16 мая 2018 года сборочного производства белорусской сельхозтехники Минского тракторного завода в Гиссаре. С учетом того, что Беларусь и Таджикистан являются форпостами на западных и восточных рубежах СНГ, главы государств заявили о своей готовности к совместной деятельности по поддержанию безопасности и стабильности в регионе и мире, а также в борьбе против терроризма, экстремизма, торговли наркотиками и оружием [8]. Таким образом, современное состояние таджикско-белорусских отношений демонстрирует тенденцию к поэтапному расширению. Очевиден процесс практической реализации обоюдного стремления двух стран к более тесному, многоплановому сотрудничеству в соответствии с потенциалом и потребностями дружественных народов.

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## IMPROVING THE INNOVATION ACTIVITY OF THE ENTERPRISE

**Mikhailovsky P.V., Dr. Econ. Sciences, Professor, Urkova N.A., student**

*Ural State University of Economics,  
Ekaterinburg, Russian Federation*

*Abstract. The firm's innovation policy largely determines its future. Most of the successes of the Western economy are associated precisely with the system of effective innovation management, which involves the study of areas of investment, investment planning, monitoring and analysis of innovation flows, and the evaluation of the effectiveness of innovations. Achieving the effectiveness of innovation is the norm of any entrepreneurial activity. The purpose of this article is to study the possibilities of innovative development on the example of the cultural and sports complex "Fakel".*

**Keywords:** innovations, effectiveness, innovation policy.

One of the main tools for managing innovation is the innovation policy of the enterprise. With this tool, the process of innovation development becomes a powerful element of the management system that helps managers and entrepreneurs to more easily realize their success.

Innovation policy is a description of the existing and projected state of the enterprise, including its products, markets, people who will be involved in its activities, as well as financial needs. A well-designed innovation policy not only helps pave the way for an enterprise in business, but can also serve as an important sales tool.

For investors, a complete and reliable source of information about the company and its activities can serve as a developed business plan for the development of the company, which embodies the main directions of the investment policy of the enterprise. A business plan prepared taking into account what information is needed for possible sources of financing for an enterprise produces a necessary impression on potential investors both in terms of assessing the ability of managers and entrepreneurs to plan, and in terms of their overall competence as managers. Other things being equal, a well-prepared business plan based on the innovation policy of an enterprise increases the chances of getting support from external sources [1].

Innovation policy helps entrepreneurs think through their strategies, match their enthusiasm with reality and realize the existing limitations. Different in scale and complexity of innovation, embodied in new products, production methods, new markets, in the development of new sources of raw materials, in the reorganization of management structures, are the most important means of adapting an enterprise, company to the constantly changing market environment conditions and ensuring the stability of their production and business activities. Innovative processes, therefore, cover almost all aspects of the organization. In this regard, the optimal management of the chain of events, during which innovation ripens from the idea to a specific product, can significantly improve its financial condition and, therefore, accelerate economic development [2].

The innovation infrastructure as a whole is a complex of the following interconnected systems:

1. information support;
2. examination (including government) of innovative programs, projects, proposals and proposals;
3. financial and economic support of innovation activities;
4. production and technical support for the creation of a new competitive high-tech products, high technologies and their practical development;
5. certification of high technology products;
6. promotion of innovations on the regional, interregional, federal, foreign markets;
7. training and retraining for innovation;
8. coordination and regulation of innovation development.

Each of these systems should have a mechanism for implementing its functions and corresponding organizational elements in the form of specialized innovative enterprises, institutions or organizations to ensure the functioning of these mechanisms. At the same time, it should be borne in mind that the infrastructure of science, technology and innovation created in the region should be common to all subjects of science and technology, including large and medium-sized scientific organizations, innovative enterprises and universities, or small businesses in the region. the scientific and technical sphere, since the functional purpose of the systems making up it is of a single character [3].

Today, this can be ensured mainly by innovations that need to be widely introduced and used in the new economic conditions [4]. The service sector in today's economic environment plays a crucial role in meeting the needs of society. As the post-industrial information society is formed in our country, the role of the service sector will steadily increase, as the needs of the population will constantly grow, and their diversity will constantly expand.

The object of research in this paper was the cultural and sports complex "Fakel", which is located in village Is, Nizhnyaya Tura, Sverdlovsk Region. Cultural and sports complex "Fakel" is a part of Gazprom Transgaz Yugorsk LLC, Nizhneturinskoe Linear Production Directorate of Trunk Gas Pipelines. Cultural and sports complex "Fakel" began its activities in 1995. It is focused on young and adult residents of the village, leading an active lifestyle.

In order to improve the management of innovations in the field of physical culture and sports, it is necessary to structure the innovation processes in the industry to a certain extent – to form a rational classification of innovations, based on existing developments in this field. Thus, innovations in the field of physical culture and sports are rationally divided according to the main feature – the final result. In this regard, we highlight a number of positions.

Firstly, the innovation of physical culture and sports product (service), that is, a new,

implemented in practice way of satisfying the demands of consumers in such services. This is also true for completely new sets of services, and for various modifications of the existing ones in order to increase their value for the population. Here it seems relevant, for example, the introduction of a water complex, along with the existing traditional types, of modern types of aqua aerobics, etc. This, in our opinion, should include the introduction of new game sports complexes to the list of traditional sections in children's sports schools.

Secondly, the innovation of the physical culture and sports process is the introduction of new concepts of providing the category of services under consideration, which provide certain competitive advantages: cost reduction, reduction of the time cycle, improvement of the quality and level of physical fitness, satisfaction of target consumers in physical and aesthetic terms. Here we can consider as an example the use in the training process of new types of equipment and technologies, for example, for accelerated swimming training. Also here are innovations in the field of the mechanism of payment for services by consumers, including the purchase of sports pacts on credit, installments, which makes it possible to speed up the sale of services and increase their availability without loss of quality.

Thirdly, it is necessary to determine the innovation of the management strategy in this area, that is, changing the concept of creating the value of physical education and sports services for the population, in order to form and satisfy the newly emerged needs for physical activity and maintaining a healthy lifestyle, increase the very value of services and related products, to form new market segments of services for sports and sports organizations.

The main visitors are children between the ages of 7 and 17, followed by men between the ages of 25 and 45, and women and girls who are mainly engaged in fitness and women and men between the ages of 50 and 65. The average price of one service is 300 rubles.

The analysis shows that the profit from 2016 to 2018 begins to decrease. So, in 2017 compared to 2016, the profit decreased by 15 937.5 thousand rubles, and in 2018 compared to 2017, the profit decreased by another 7 594.8 thousand rubles. Return on sales also decreased, in 2017 compared with 2016 by 0.2 %, and in 2018 compared with 2017 it decreased by another 0.34 %.

After analyzing the innovation activity of the cultural and sports complex "Fakel", we can draw the following conclusion; the innovation activity at the cultural and sports complex "Fakel" is developing very slowly and not at the maximum level, although there are opportunities for this. You can offer several options for innovation, with the aim of enterprise development and increase profits.

One of the most popular types of services in cultural and sports complex "Fakel" is fitness. These days there are so many different types of fitness. This is due to the fact that a person wants to somehow diversify constantly the same training, learn and try something new. There is one type of fitness is aquafitness. This exercise to maintain shape and strengthen the muscles that are held in the water. The main point of aquafitness is to get the load due to water resistance. It is believed that water has a positive effect on energy, and hence on the mood. Aquafit and its varieties are now practiced not only in sports clubs, but also in preventive / therapeutic exercise. Water improves blood circulation and is a natural massager for our muscles. Exercises in water for therapeutic purposes are performed with people with disabilities, people who have suffered some kind of injury, with children who have physical development abnormalities. There are many types of aquafitness, but the most basic ones are swimming, aqua aerobics and various water gymnastics. Since Cultural and sports complex "Fakel" has a swimming pool, but it is used exclusively for entertainment purposes, I suggest introducing a new service, aquafitness. Also, in the sports complex "Fakel" there is a gym, which has a large area, there they play football and volleyball. In my opinion, this room is also suitable for training in basketball. To implement this service, you need to install special shields for the rings, draw a basketball court, purchase the necessary equipment (balls, ring nets, etc.), and also find a specialist in this field who can conduct such trainings. On the territory of the sports complex there is also a ski base building, which also belongs to the Cultural and sports complex "Fakel". This is a one-story building in which there is a storage room for all available equipment, a room in which all ski equipment is located. Also in this building there is a free room of approximately 30 sq.m. And also near the complex there is an old, abandoned court. It is proposed to open a hockey club. To implement this service, you will need to find a trainer-teacher in this area, purchase the initial necessary equipment, which will include children's uniform, clubs, washers and equipment for training. You will also have to hire a worker who will fill and clean the court. It is also necessary to carry out cosmetic repairs to the court, it is possible to completely replace the fence.

The implementation of all proposed projects requires 940,750 rubles, the investor is OOO GTYU Nizhneturinskoye LPU MG, which allocates 700,000 rubles, and 240,750 rubles will be allocated from the own funds of the sports complex.

As a result of the proposed measures, the profit in 2019, in comparison with 2018, will increase by 305,413 rubles, the profitability will increase from 13.7 % to 21 %. From this we can conclude that the proposed measures to improve innovation, are effective.

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## FACTOR ANALYSIS OF POST-SPORTS SOCIAL ADAPTATION OF PROFESSIONAL ATHLETES

***Ryskin P.P., Senior teacher of physical education and sports department,  
World-class Master of Sports in sambo***

*Ural State University of Economics,  
Ekaterinburg, Russian Federation*

**Abstract.** *The character, content and characteristics of a professional athlete's life determine the formation of a special type of personality, which is the result of a complex and multifaceted process of professional formation and development. However, life in sport at a certain period ends and there comes a difficult stage of entering a new life associated with a new profession, self-awareness as a member of new social communities, the definition of new life perspectives. This stage is associated with the process of social adaptation of the athlete to the situation that arises for him after the end of his sports career. The purpose of this study was to study the problems of social adaptation of professional athletes in the post-sports period.*

**Keywords:** post-sports period, social adaptation, ex-sportsmen, sports career, adaptation to post-sports life, socialization in professional sports.

The normative saturation of the stage of a sports career and the subsequent activity in another professional sphere often turns out to be so different that it leads to the sometimes insurmountable difficulties of the adaptive period. The features of this process are largely determined by the trends occurring in the sport itself, social spheres and environments in which the former athlete is involved, which, in turn, generates an increase in the requirements for the training of a modern athlete not only as a professional in his sport, but also to future types of labor, social life.

The need to study the problems of social adaptation of athletes to post-sports activity is due to the fact that, firstly, in modern Russian sports complex and contradictory processes are taking place, connected with the rapid integration into the system of social relations. Secondly, the "legalization" of professional sports in Russia, its public recognition have not yet received a completed type and full institutionalization. Former sportsmen solve the problems of post-sports adaptation themselves, often without help from the state and society, and not always successfully. There is a need for an in-depth sociological analysis of these processes, primarily problems and ways of adapting professional athletes to the conditions of post-sports activity.