

Youth hockey industry in Russia - analysis of trends and prospects for the development

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<p>In modern science, “management” refers to the process of leading or managing an employee, a working group, a team, and various organisations operating in a market economy. Sports management is an independent type of professional activity aimed at achieving the goals of a physical education and sports organisation, which operates under market conditions through the rational use of material, labor and information resources.</p> <p>Sports managers, being the subject of management activities, perform a number of unique functions in an organisation. Among them are three key functions.</p> <p>Decision making function. The manager determines the direction of the organisation’s activities, decides on the allocation of resources, and makes current adjustments. Only the manager has the right to make management decisions, but he is also responsible for the consequences.</p> <p>Information function. The manager accumulates information about the internal and external environment of the sports organisation in which he works, distributes this information in the form of regulatory attitudes and explains to the staff the organisation’s immediate and future goals.</p> <p>Head function. The manager acts as the head of a sports organisation, forming relationships within and outside the organisation, motivating members of the sports organisation to achieve goals, coordinating their efforts and, finally, acting as a representative of the organisation in collaboration with other organisations.</p> <p>However, in order to become a successful manager in the sport, it is necessary to study its industry. In recent years, the sports industry in Russia has shown significant growth rates. Improving the technology, the media makes it possible for almost everyone who wants to come to the match of your favourite team, watch the online broadcast or simply analyse the results of the game by using your gadget.</p>	

Key words

Youth hockey industry, financing, development, problem segments

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1. Introduction

Currently, the development of the industry of children's hockey in Russia is of paramount importance, which indicates the relevance of my chosen topic. This is due to the fact that large-scale sports events are the most powerful development tool for the country. A healthy nation is the key to successful development of the state. Awareness of this fact is present in all developed countries. Conducting research on large-scale sporting events, which allow to identify the main directions of development in the country's economy, can achieve a positive socio-economic effect from holding events for the development of the host city and the country as a whole. You can use the experience for the implementation of further activities. After the winning Olympics Games 2018, hockey in Russia has become the object of increased interest of state leaders, politicians and businessmen. The reasons for this are quite understandable and explainable:

- hockey in many countries has long been the subject of national pride and an essential element of national wealth;
- hockey in Russia is often an effective tool of political life;
- hockey (especially youth) is the most important economic resource that significantly affects the level of a country's economic development;
- professional hockey has become a new sphere of economic relations and business.

It is because of its importance and place in the life of society that truly competitive relations begin to develop in hockey, when every sports organisation (federation, league or club) begins to form and develop its competitive strategy. Creating an environment focused on the population that their children want to play hockey or simply have the opportunity to play hockey for health is impossible without the development of sports infrastructure. Hockey events are an incentive and a powerful impetus for the development of mass sports. Moreover, competitions in the country at the national and international levels contribute to the development of the regions as a whole, including the economy.

Do not forget that the problems of sports in the country begin on those segments of the sports industry that are least developed. Not seeing this problem, the state asks itself a question about the lack of athletes and the possibility of preparing sports personnel. For example, the head of the FHR Vladislav Tretyak at a meeting with the Russian president said that the hockey industry in Russia is very weak and the popularity of this sport is small. Recently, the trend of development of these segments is increasing and this is good news. In my thesis, I want to show the development of youth ice hockey due to major competitions, and I will analyse problematic segments of the youth hockey industry.

The research method is one of the most important factors in obtaining the necessary in-

formation to familiarise yourself with the problems. I chose variety of empirical researches in order to obtain data on my topic. Such as online survey among managers of all academies in Siberia. Although there are no more than 20 academies in Siberia, I still managed to find answers to all the problematic issues I wanted to find out. In addition, I did interviews with specified people who suited me. Lastly, I used existing data from academies, schools and universities to see how it proves my theory.

The aim of this project was to analyse the trends and prospects of the development of ice hockey industry in Russia. To reach all goals, I decided to go through next aspects:

- to consider the theoretical foundations of the hockey industry;
- explore the concept of youth hockey development;
- to perform an analysis of the development of the hockey industry in Russia;
- assess the level of funding for the development of hockey in Russia;
- identify problems in the development of the hockey industry in Russia;
- identify promising areas of development of the hockey industry.

The topic of the thesis is current and important. It was selected because I work in the hockey industry and I am interested in increasing the popularity of this sport in Russia. In addition, I wanted to get deeper knowledge and understanding in what I am doing. I just want to use this information to help develop youth hockey in Russia.

2. Theoretical aspects of the research of the hockey industry in Russia

Currently, the ice hockey is not just a sport. The modern ice hockey is a new specific area of economic, business relations, a type of professional labor activity, and one of the most important economic resource, which can affect on dynamics of the country economic development. (Solntsev, 2012, 156.) Nowadays, ice hockey industry is part of national economic associated with the production, promotion and marketing of sporting goods and services, the organisation and conduct of sporting events, as well as sponsorship.

According to the Federal law # 329 of sports and physical culture in Russia Federation in 2014, the following decisions were made (Federal Law "On Physical Culture and Sport in the Russian Federation" December 4, 2007 N 329.)

1. Increase funding for youth hockey;
2. To direct federal funding for the reconstruction and construction of new ice palaces.

Since the USSR times, youth hockey included only two segments: youth hockey and professional hockey. (Rasskazov, 2016, 55.) Currently, the development of the hockey industry has changed a lot and the main segments of this industry are:

- Mass sport;
- Youth sport;
- School sport;
- University/College sport;
- High performance sport;
- Sports reserve preparation.

I would like to pay more attention on these segments more detailed.

2.1. Mass sport

The value of physical culture and sports in modern society is constantly increasing. Transforming from employment for a part of the population into a mass type of activity, they inevitably become the object of consideration not only of sports, but also of social sciences. (Grechishnikov, 2014, 53.) Mass sports as a social phenomenon is a "continuous social experiment». It performs a number of significant social functions, allows you to increase human capital and expand the potential of society as a whole. Physical culture and sports are the carriers of individual and social values that can be used to strengthen the general health of a person and serve the tasks of improving his social activities. (Grechishnikov, 2014, 53.)

Mass sports understands as a system of occupations of the population by certain sports or physical exercises for the purpose of physical self-improvement, which does not have the main purpose of participating in competitions and obtaining a sports discharge, the participants of which have no contraindications to the exercises. (Grechishnikov, 2014, 63.)

According to the statistic the number of hockey players in Russia were 607 439 in 2017. While the total population of Russia is 146.9 million of people. The percentage of population who play ice hockey was 0.41. To compare previous years when in 2014 the percentage was 0.30 it is a great step forward in development of hockey industry. (FHR, 2018, 12)

The annual monitoring and analysis of data on the number of people involved in hockey in Russia proves the unrelenting and ever-increasing interest in Russian to play ice hockey. The dynamics of the total population engaged in hockey in Russia in the period from 2014 to 2017 by FHR 2018, which presented in figure 1.

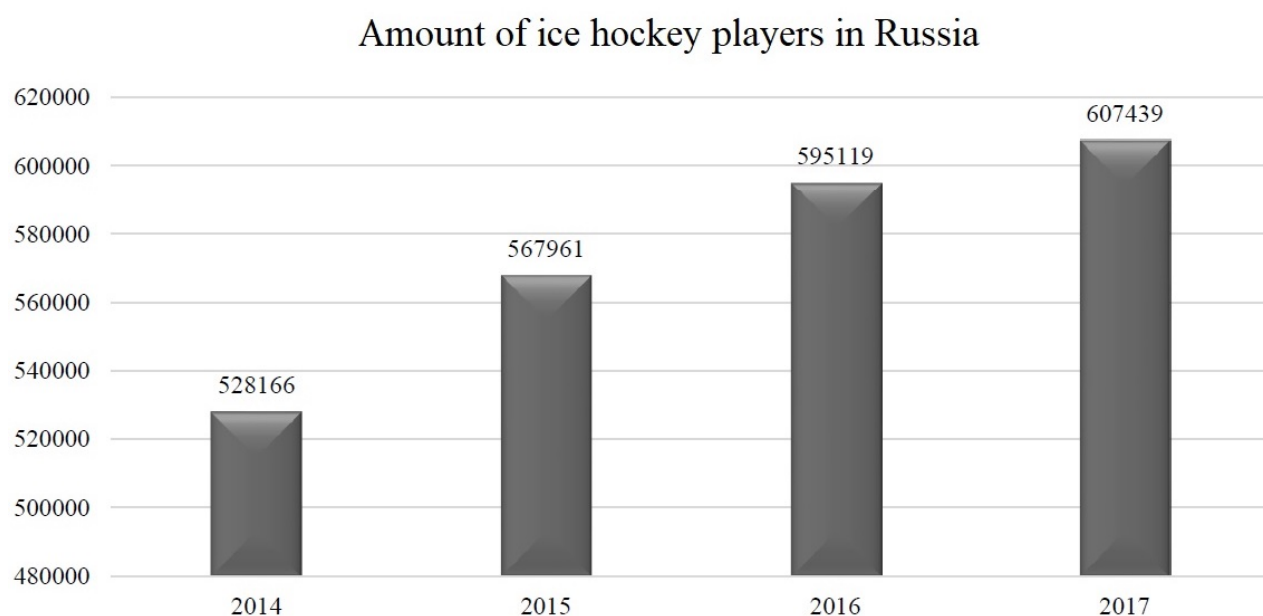


Figure 1. Dynamics of the total population engaged into ice hockey in Russia in the period from 2014 to 2017 by FHR (2018)

In addition, two main leagues were created in Russia for amateur players. The first one is a Night hockey league (NHL), this league were organized for the amateur hockey players who never played in Academies. Also, the winning team of this league gets the sponsorship for building new ice hockey rink. Women's hockey league was organized in Russia to develop womens hockey on international level. (FHR, 2018, 7)

However, despite all the attempts to develop mass hockey in Russia, there are a number of some problems that hinder further development. First, the lack of ice rinks. Secondly, the high price of hockey gear. Last but not least, this is the absence of financial assistance from the state.

Due to the high interest of the population in hockey, the growth in the number of amateur teams and tournaments with their participation, special attention should be paid to the rational and targeted development of the hockey infrastructure. First of all, in the subjects with the greatest potential for the development of this sport. As well as in the regions of Russia where hockey traditions exist, but their level of development of the material and technical base for hockey is not enough. (Grechishnikov, 2014, 70)

2.2. Youth hockey

Specialists working in youth hockey often ask a question: At what age should a child start play hockey?

Currently, there is a widespread misconception about the need to start play hockey as early as possible. (Melnikov, 2013, 24) Therefore, in Russia, following the example of foreign colleagues from Canada, children are put on skates at age of 3. At the same time, on qualifying screenings at hockey schools, coaches give preference to those candidates who already have basic skating skills at the age of 5-6 years. (Melnikov, 2013, 24)

If a child comes to a hockey academy at an older age without a hockey experience, most of academies even will not allow him to practice. The opposite example can be seen in the Scandinavian countries, when children start playing hockey at the age of 8 and later, which does not prevent them from falling into the elite of world hockey and represent their countries in the strongest leagues in the world. An example of late specialisation is a series of well-known titled hockey players. (Melnikov, 2013, 27) Owen Nolan - Canadian hockey player, a member of the Canadian national team, was selected as the first number in the NHL draft and played 18 seasons in the league. He started on the skate at the age of 9. The famous Canadian hockey player Ed Zho- vanovski started playing hockey at the age of 11, which did not prevent him along with the Canadian team to win the Olympic gold in 2002 and successfully play in the National Hockey League for a long time.

The main problem of early start playing hockey at the age 3-5 can ruin children's interest in this sport. However, this does not reflect the essence of the existing problems associated with the early start of hockey training. (Polikarpochkin & Levshin & Mikhno, 2016, 104) In particular, the early start of hockey training does not take into account the physiological characteristics of the development of the organism - the active growth of bones and muscular structures, the formation of ligaments, etc. (Polikarpochkin & Levshin & Mikhno, 2016, 104) Non-consideration of these aspects provokes a decrease in the growth rate of the child, as well as the appearance of borderline and pathological changes in the bone and muscle structures of the body. Another problem lies in the ability of the child to master the training tasks effectively. It is necessary to understand that the process of preparing a hockey player requires a child's conscious attitude to the training process and the desire to learn. Moreover, if the child, due to his age, does not understand what is required of him when performing this or that exercise, the effectiveness of the work he does will

tend to zero.

According to the data of the federal statistic observation on December 31, 2017, 706 hock-

Year	Total	5 years	6-9 years	10-15 years	16-18 years	18+ years
2014	93834	26531	35130	30086	1957	130
2015	98895	30290	35773	30575	1972	285
2016	100196	31337	35584	30985	1951	339
2017	98884	32724	33780	30573	1565	242

ey academies operate in the Russian Federation, which is 62 more academies than was in December 2014.

Table 1. Amount of hockey in different age category by FHR (2018)

Table 1 presents indicators of the number of people involved in hockey at different ages who still playing at the academy level.

The dynamics of the indicators presented in table 1 indicate the incredible growth of hockey players in the year of the World Cup. Hockey on the territory of the Russian Federation and a decline in interest in hockey in those years when no significant sporting hockey competitions are held in Russia. In addition, the data in Table 1 shows a reduction in the number of hockey players at stages from 16-18 years and 18+, which is the result of insufficiently effective work at earlier stages in the period preceding the period under consideration. In this regard, special attention in the short term should be paid not only to improving the quality of work at stages from 10-15 years, but also the safety of the number of ice hockey units and contingent numbers at stages of 6-9 years, and at an early stage 5 years. (FHR, 2017, 14)

Also, should be noted the uneven distribution of the number of people involved in hockey at different stages of sports training in different parts of the Russian Federation, which is undoubtedly related to geographical positions, climatic features, and of course, the history and traditions of hockey in these regions. (FHR, 2017, 15)

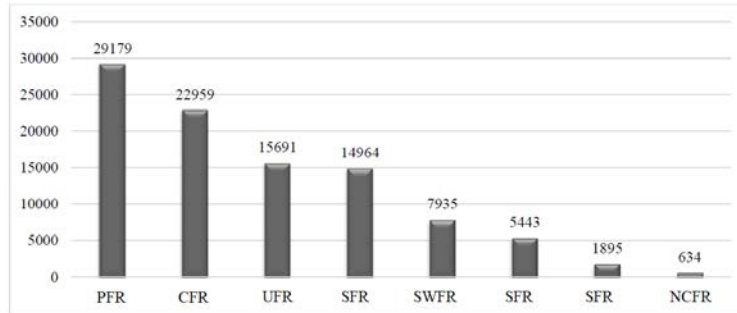


Figure 2. Total amount of players in different regions of Russia by FHR (2018)

The leading position in total number of hockey players in Russia takes Privolzhsky Federal Region, where more than 29% of total amount of hockey players in Russia, second place has Central Federal Region - 23%, in the third and fourth places are Ural and Siberian federal Regions with a share of 15% of the total involved players in hockey.

In addition to existing common problems, typical not only for hockey, but also for others, including sports games, in Russia exist specific problems of hockey development among certain groups and categories population and areas of training hockey players.

For the further development of hockey in Russia, the base value has state of youth hockey, providing mass activities this sport among children and young people and the preparation of a sports reserve for national teams of Russia.

Due to the joint efforts of interested organisations on federal and regional levels, the number of specialised sports academies and the number of athletes increased, significant achievements and positive dynamics, this indicator is stable. (FHR, 2017, 15) However, an analysis of the state of affairs in the field of youth hockey shows that in this area continues a significant number of constraints hindering increase the number involved and improve the quality and results training sports reserve hockey. (FHR, 2017, 15)

One of the most significant of these is the factor of the low degree of provision of specialised sports academies and hockey branches with specialised sports rinks and facilities. (FHR, 2017, 15) Currently, the vast majority of sports academies do not have their own ice rink, and the existing resources in the regions of Russia for training in the form ice rinks are in demand. Also used at the limit of possibilities and distributed not only among hockey players of different ages, but also between other sports (figure skating, speed skating, short track etc.). (FHR, 2017, 16)

Hockey academies are severely under-resourced modern sports equipments. The high cost of hockey ammunition and the lack of centralised assistance to parents in acquiring it often make it impossible to start or continue play ice hockey for a significant number of talented young players.

2.3. School sport

To play the same as top national teams, we should begin play ice hockey from the kindergartens and schools. (Gorbunov, 2018, 31)

This activity is practically not developed mainly due to the lack of necessary infrastructure and coaching staff.

However, the President of the Russian Federation on the meeting with FHR on April 2016, gave a charge to build new infrastructure for ice hockey in all schools.

In total, at the initial stage, it is proposed to build and equip schools and other educational institutions from 5,000 to 10,000 hockey open rinks. This will allow engaging into ice hockey up to 2 million children. All simulators and equipment for hockey rinks are produced in the territory of the Russian Federation. (FHR, 2018, 23)

According to expert's opinion, the introduction of hockey venues will contribute to the popularisation of hockey among the broad masses of young citizens. Russia, as well as their involvement in an active and healthy lifestyle. Hockey rinks will be especially relevant for small communities where more traditional hockey infrastructure is developed.

2.4. Student sport

Particular attention to the development of student sports in Russia paid in the Message of the President of the Russian Federation V.V. Putin to the Federal Assembly of December 12, 2012: "The most important direction is the development of physical culture and sports, especially among young people. After all, it is precisely in order to encourage people to go in for sports, so that physical education and sports become a fashionable, prestigious business, we will organise the largest international competitions in our country"

Today, student youth is the largest category of the population, organised at the place of education. Studentship is a social base, based on which it is possible to consolidate innovative methods and forms of training students-athletes of higher achievements. (Ivanova, 2017, 61-65). In sports, a person seeks to expand the boundaries of his abilities; this is a huge world of emotions generated by success and failure. Sport is a popular spectacle, an effective means of educating and self-educating a person, it has the most complicated process of interpersonal relations, which it is extremely necessary to develop in childhood and college age. (Ivanova, 2017, 61-65). Sport is a competitive activity and special preparation for it. It lives according to certain rules and norms of behaviour. It clearly shows the desire to win, to achieve high results, requiring the mobilisation of physical, mental and moral qualities of a person. Therefore, the role of sport in the student medium now becomes the most popular and significant. (Ivanova, 2017, 61-65).

In May 2016, within the framework of the implementation of instructions of the President of the Russian Federation following the above-mentioned meeting of the Council under the President

of the Russian Federation for the development of physical culture and sports, the FHR together with the Russian Student Sports Union established the Student Hockey League (SHL), whose main tasks are to conduct All-Russian competitions on hockey among students, promoting the formation of new teams, as well as the popularisation of hockey among students. (FHR, 2018, 25)

The creation of SHL has become the most important stage in the development of student hockey in the Russian Federation. More than 80 teams from 29 constituent entities of the Russian Federation take part in the championship of the SHL. For two years of its existence, this league has secured the status of a federal-level sports project. (FHR, 2018, 25)

2.5. High performance sport

High performance sport is an activity aimed at satisfying interest in a particular sport, at achieving high sport results that are recognised by society, at enhancing both one's own prestige and team prestige, and at the highest level - the prestige of the Motherland. (Nikitushkin, 2017, 134)

Achievements in the «high performance level" sport are possible only due to the constant training work with great physical and mental stress. (Nikitushkin, 2017, 135) Performance in competitions imposes great responsibility on the athlete; the high "cost" of every mistake, every unsuccessful start becomes a factor that determines the strict requirements for his psyche. This is the main specificity of the sport of higher achievements. (Nikitushkin, 2017, 136-137)

The modern high-performance sport is also heterogeneous. Currently there are two directions in it:

1. The amateur high performance sport;
2. Professional sport.

The main difference between professional sports and the so-called amateur one is that it develops both according to the laws of business and according to the laws of sports, to the extent that they can be translated into the training of professional athletes. (Nikitushkin, 2017, 160-173) The competition system of professional athletes is influenced by certain targets, which consist in successful performance in a long series of starts following one after another, which is associated with a material reward for each start in accordance with the athlete's "cost" on the sports market. In this regard, some of the professionals do not set themselves the task of entering the state of highest fitness readiness only two or three times a year. For a long period, they maintain a high, but not the maximum level of preparedness. (Gorbunov, 2018, 35-36)

Professional athletes can be divided into three groups. (Gorbunov, 2018, 38-40)

The first group should include athletes who strive to perform successfully both at the Olympic Games, world championships, and in a series of cup and commercial starts. (Gorbunov, 2018, 38)

To the second - athletes who have high results, but do not tune in to victorious participation in major competitions. Their main task is successful performance in various cup, commercial competitions and competitions by invitation. (Gorbunov, 2018, 39)

The third group should include veteran athletes, especially those specialising in sports, martial arts, and figure skating. These athletes, maintaining an average level of physical fitness and a very high technical level, accompanied by high artistry, demonstrate the highest sportsmanship for the sake of the audience and high earnings. (Gorbunov, 2018, 40)

Representatives of the "amateur" sports of higher achievements, as a rule, are students, students or military personnel, which gives them the right to call themselves amateurs (although their earnings now often border on professionals). Amateur athletes usually build their training with an eye to the main competitions: the Olympic Games, world championships, Europe, Russia. (Nikitushkin, 2017,175)

Successful performance at these competitions allows them to raise their rating, and later, by moving to "clean" professionals, to achieve higher fees.

In the XX century. The sports movement in the world has continuously expanded, despite the pessimistic assessments of a number of sociologists and philosophers who predicted a gradual decline of the sport of higher achievements, in connection with certain negative trends accompanying its development. (Nikitushkin, 2017,181)

If the structure of mass sports does not cause discussions among specialists, then views on the structure of the sport of the highest achievements in literary sources differ significantly. Some authors divide it into Olympic and professional sports, others into professional super-attaining and professional commercial, etc. (Nikitushkin, 2017, 185) In my opinion, modern high-end sports are mixed sports, subjects of which are both amateur and professional athletes. In this regard, it is illogical to divide top-level sports into "professional" and "Olympic", since at the Olympic Games most of them are professionals.

The division of sports into professional super-attaining and professional commercial also does not correspond to the situation prevailing in real sports practice, since most professionals have very high sports results up to world records and perform at competitions of various levels.

Thus, the sport of the highest achievements is a symbiosis uniting "amateur" and professional sport, the subjects of which are athletes who, regardless of their social and legal status, remain loyal to the ideals of the Olympic Charter. (Nikitushkin, 2017, 190) Yet, the separation of athletes creates certain difficulties for national Olympic committees and national sports federations, since their interests often disagree with the interests of managers and sponsors, on the one hand, athletes and coaches, on the other. Therefore, no ways have been found to consolidate all social groups that are participants in high-profile sports, especially when preparing for the Olympic Games.

Successful functioning of the sport of higher achievements provided by a highly organised

training system, including three main subsystems: competitions, training and factors that increase the effectiveness of competitive and training activities. (Nikitushkin, 2017, 177-237) This system developed based on the laws of both the theory of sport and the theory of systems, and the management of this system based on the theory of management. (Nikitushkin, 2017, 177-237)

2.6. Sports reserve preparation

Since the USSR, the preparation of sports reserves is conducted on the basis of scientific and organisational and methodological provisions developed by Soviet scientists, sports leaders, coaches, i.e. representatives of science and medicine. (Gorbunov, 2018, 45-47) Scientists explore various aspects of the problem of preparing sports reserves. (Gorbunov, 2018, 45-47) Practice, on science, generates an interesting experience, which serves as a powerful incentive for scientific generalisations. The Olympic Games held in Moscow in 1980, the subsequent large international competitions showed that the general direction in which sports reserves are being prepared in the USSR is generally correct and continues to improve. (Gorbunov, 2018, 45-47)

Over the past four years, almost all key hockey powers (Canada, Sweden, Finland, USA, Czech Republic) have developed their own national training programs for young hockey players, which became the basis and key methodology of the national hockey schools of these countries. (FHR 2018, 27) The essence of national training programs for hockey players is to summarise best national and international techniques and practices in the field of hockey and presenting them as teaching aids by age, play, role, various types of training, diet, psychology of an athlete, etc. (FHR 2018, 27)

One of the effective ways of preparing a sports reserve is training in the system of secondary vocational education. At the moment, nine organisations of secondary vocational education teach hockey players in Russia. (FHR 2018, 27) FHR actively cooperates with all institutions and in the future at the end of 2019, plans together with the Ministry of Sport to create in Yaroslavl a center for training Russian national teams

On March 2018 was the official presentation of the National program for the training of hockey players « Red Machine ». (FHR, 2018, 27) At that moment over 1000 books of that program for the player from 8 years old and 10+ years old was sent to the academies over the whole Russia. (FHR 2018)

As part of the program implementation in the regions of Russia, FHR plans hold at least two familiarisation conferences per season. Target conference audience - coaches of relevant age groups. At the conference, they get acquainted with the main goals, objectives, philosophy and basic principles of the "Red Machine", as well as using its practical tools. (FHR 2018, 28)

In 2019, it is planned to develop a new methodology for training goalkeepers, as well as for such age groups as 12+ and 14+. (FHR 2018, 28) In the autumn of 2019, it is planned to develop applications of NPPH on special hockey skills: skating, stick-handling, physical training, technical

training, including on the role, recommendations on nutrition, psychological support for young hockey players. (FHR, 2018, 28) In addition, for the introduction of innovations, FHR plans to expand the breeding program, introduce the latest video analysis and scouting programs, as well as develop an internet portal for coaches and athletes.

3. Analysis of the problem segments in ice hockey and development prospects

3.1. The development of hockey in the Constituent entities of the Russian Federation

One of the major problem segments is low financing into the regions to the sports.

Each year, meetings of all academies in each region with members of the FHR are held and the development of hockey in the regions of Russia is discussed. (FHR, 2018, 8) After the meeting, academies that experience problems receive a grant for help. According to statistics, over the past 4 years, FHR has created 11 organisations in different regions of Russia and now there are 70 of them. This is good news. (FHR, 2018, 8)

As I noted above, insufficient attention and under-financing of hockey at the level of the constituent entities of the Russian Federation, including at the level of individual settlements and municipalities, hinders the planned development of hockey in the regions.

In the period from 2014 to 2018, in the territory of the Russian Federation, 18 constituent entities of the Russian Federation conducted work, for which hockey was defined as a base sport. (Russian Federation, 2018) At present, in accordance with the Order of the Ministry of Sports of Russia of April 25, 2017 No. 399 "On Approval of the List of Basic Sports for 2018–2022", the subjects of the Russian Federation for which ice hockey is defined as a base sport are:

- Moscow;
- Moscow region;
- Tver region;
- St. Petersburg;
- Republic of Mordovia;
- Nizhny Novgorod region;
- Republic of Tatarstan;
- Novosibirsk region;
- Krasnoyarsk Territory;
- Omsk region;
- Chelyabinsk region.

This action by the Ministry of Sport will certainly help improve the situation in these regions, but it is also necessary to oblige other regions to make hockey a basic sport for kids, this will help increase funding from the state budget, as well as increase the popularity of this sport.

Considering the above, in the near future planned to pay attention to the improvement of

the system of “basic regions of Russia” for the development of youth hockey and the system of training sports reserves. (FHR, 2018, 37) This activity is of the highest priority for the regions of Russia with appropriate natural and climatic conditions, sufficient human resources and a rich hockey history.

3.2. International Sports Cooperation

The problem of this segment is as follows: in the Russian Federation, sport number one is football. For example, after the World Cup in Russia in 2018, the number of children involved in football has increased by 40 percent. (RFU, 2018) No one expected such a good reaction from population, so the state decided to build more than 300 new football pitches and open 45 new academies.

However, even after the World Hockey Championship in Russia in 2016, the increase in the number of children involved in hockey was not so great. (FHR, 2018, 38) Therefore, FHR and IIHF began to carry out systematic work on the promotion of applications from Russian regions for the right to host international competitions. (FHR, 2018, 38)

Thus, within the framework of the IIHF Annual Congresses that took place in the past Olympic cycle, applications for holding the world hockey championship among youth women's under-18 teams in the city of Dmitrov were approved in April 2018, also the World Ice Hockey Championship in 2023 in the city of Novosibirsk. (FHR, 2018, 39) In addition, on January 19, 2018, an application sent to the IIHF to hold the 2023 Ice Hockey World Championship in St. Petersburg. (FHR, 2018, 39)

I believe that, as a result of the work of the FHR and individuals, conducting significant competitions in Russia will contribute to the growth of the number of hockey players in the country.

3.3. Promotion of ice hockey

Currently in Russia hockey is not among the sports to which insufficient attention is paid by the mass information and news agencies. (Grechishnikov, 2014,107.) Overwhelmingly sports editions there are separate sections and even whole directions devoted to hockey issues. However, it should be noted that in the general mass of information on hockey issues, the lion's share belongs to the information related to the KHL events and participation of professional hockey clubs of Russia in them, and during periods world championships - information related to participation in them national teams of Russia. (FHR, 2018, 41) In this global information flow, only a small part of the information is related to the coverage of activities and informing the population about the state and development of hockey in Russia, work regional hockey academies, holding traditional events, etc. (FHR, 2018, 41)

Thus, in the field of information support for the development of hockey in Russia, there is a twofold situation:

– On the one hand, the population has enough opportunities for receiving information and widely informed about hockey, systematically receiving a large amount of information and information about hockey competitions and tournaments, including the participation of leading hockey teams in Russian leagues; (Grechishnikov, 2014,115.)

– On the other hand, hockey in Russia is illuminated rather one-sidedly, in mainly in terms of the content of the development of professional hockey, which only indirectly affects the popularisation and propaganda of hockey in Russia. (Grechishnikov, 2014,115.)

The ambiguity of the situation in the information support of hockey in modern conditions also requires the closest attention to the information component of the development of children's and adult hockey. (Gorbunov, 2018, 22-27) Further work in this direction should aimed at broad information of all layer's population of Russia on the activities of hockey organisations, achievements national athletes and teams, hockey development plans and the course of their implementation. (Gorbunov, 2018, 22-27) In this regard, it is necessary to make the fullest possible use of all possible tools, means and methods of work, such as television, visual agitation and advertising, and artistic works. The most accessible and popular among young people and other segments of the population remains the Internet. (Gorbunov, 2018, 22-27)

In this regard, the most attention in matters of information and propaganda should given to the use of Internet resources. Filling websites with the necessary information, as well as creating new resources, including those targeted at specific target audiences (industry specialists, amateurs, students, teenagers and young people), will remain a priority for all online sports resources in the country this year.

At the present stage, an important direction of work in the field of hockey is the organisation of thoughtful and purposeful information policy and propaganda, including in questions of the formation of public opinion and conducting outreach campaigns on the eve of, during and after the end of iconic hockey events and world hockey tournaments.

3.4. Organisation and holding on the territory of the Russian Federation sports competitions (including international)

More than 50 official hockey competitions are held on the territory of the Russian Federation, the most significant are the championships of the KHL, VHL, ZHL, MHL, and UHL. (FHR, 2018)

However, the main problem of carrying out on the territory of the Russian Federation of physical culture events and sports competitions remains an insufficient number of sports complexes with artificial ice and (or) its unsuitability for organising hockey trainings, providing training process and competition. (FHR, 2018, 23-24)

In addition, I would like to notice that to hold competitions in the territory of the Russian Federation is very important for the development of hockey in Russia, for its popularisation, obtain-

ing competitive experience by athletes, as well as identifying talented hockey players.

Therefore, FHR published the news that they plan to continue the practice of holding in the Russian Federation not only those competitions that are included in the annual regulations on inter-regional. Also, all-Russian official competitions approved by the Ministry of Sports of Russia, but also international competitions, exhibition matches with national and club teams of other countries, as well as promotion of applications for international hockey competitions for men and women of all ages. (FHR, 2018, 26)

3.5. Creation of sports infrastructure

The problem with infrastructure in Russia was always, the old model of rinks, not enough indoor rinks, etc. (Gorbunov, 2018, 35)

Despite the fact that in the Russian Federation over the past four years, the number of indoor skating rinks has increased significantly (by 174 objects), the lack of indoor sports facilities with artificial ice continues to remain a significant problem development of all areas and components of hockey in Russia, from mass hockey by the population and amateur hockey to organising the work of specialised sports academies and professional clubs. (FHR, 2018, 58) According to at the beginning of 2018, among the leading countries in hockey by the degree of security indoor sports facilities with artificial ice (based on the number of sports facilities in relation to the total number the country's population), Russia is in the last - sixth place, first place takes Canada, the second - Finland, the third - Sweden, the fourth - the Czech Republic, the fifth - the United States. (FHR, 2018, 59)

Lack of covered and equipped open rinks for hockey in the future will continue to be one of the main constraints to development, aggravated by the fact that due to the increasing interest of the population in not only hockey, but also other sports on the ice "Free and sufficient ice" will become even more significant problem. (Gorbunov, 2018, 43)

Therefore, the Ministry of Sport in conjunction with the FHR plans, attracting additional sources of funding. In 2020, they plan to build more than 2000 hockey facilities, including more than 40 indoor ice rinks.

3.6. Training coaches and other hockey specialists

Coaching education

Currently, eight specialised institutions of higher education occupy the education for coaches and hockey specialists in Russia institutions: Moscow, St. Petersburg, Ural, Siberian universities and Moscow, Smolensk, Volga, and Far Eastern academies. Currently, the total number of coaches who studying, including graduate students, undergraduates and bachelors, is 1168 people. (FHR, 2018, 60)

Table 2. Amount of university students in Russia by FHR (2018)

Name of Universities	Amount of university students in Russia.	
	Students	
	2015/2016	2017/2018
RGUFCSYT	243	251
NSU	194	256
MSAPC	152	132
VSAPE	110	107
SSAPCST	166	67
SSUPES	110	172
USUPC	108	115
ESAPC	51	39
TOTAL:	1134	1139

Currently, colleges for coaches are located in Moscow, St. Petersburg, Omsk and Chelyabinsk have been restored and are successfully operating. Over 1000 trainers underwent retraining through the Higher School Coach system, and 114 trainers are currently studying in schools. (FHR, 2018, 61)

The level of staffing of specialised hockey academies and hockey departments in the regions of Russia is significantly lower than the real needs for hockey, which is due to several reasons at once:

- significant gap between the salary levels of hockey coaches in state and municipal organisations compared to the salary of coaches working in schools with hockey clubs, private academies; (FHR, 2018, 54)
- significant difference in working conditions, organisation training, competitive process, provision of resources, methods of work in state municipal organisations and schools which organised in clubs. (FHR, 2018, 54)

Today it is necessary to use the increased interest in hockey in terms of increasing enrolment in educational institutions of higher education and pay attention to the quality of teaching and the quality of graduates. Raising the prestige of the profession, pay due attention to the distribution and entry of graduates into the profession.

The qualitative characteristics of the coaching staff for the last 4 years are presented in the table below.

Table 3. Total amount of coaches currently studying in universities/colleges.

Year	Total coaches	Education		Qualification category			Title "Honored coach of Russia"
		University Education	College Education	Higher	First	Second	
2014	2615	1721	367	273	437	257	52
2015	2726	1847	356	247	476	171	57
2016	2825	2003	334	249	480	140	51
2017	2895	2065	345	215	425	169	53

In the table clearly showed that the amount of coaches for the last 4 years slightly increased, but the qualification category of the coaches decreased. This may indicate that the popularity of coaching in Russia is low. (FHR, 2018, 67) Through research, 50 percent of hockey academies has lack of coaching staff. (FHR, 2018, 68)

Also, the decline of qualified coaches in Russia may be associated with a low number of educational institutions. As I mentioned above, in Russia there are only 8 institutions that train professional hockey coaches. For comparison, only in Canada, I found more than 30 educational institutions. In order to increase the popularity of sports in general, it is necessary to create conditions for people who want to be part of hockey and help children become professionals in hockey.

In 2018, the government and FHR announced that they are planning to build new infirmities for coaches and other specialists of hockey, however still nothing changed.

Table 4. Categories of the coaches in different universities by FHR (2018)

Table 4 shows dynamics of indicators of national categories of Russian coaches. A more detailed examination of the results of this table confirms the preliminary predictions that the lowest number of coaches are with the highest category (8.05%), almost a quarter of coaches with the first category (22.12%), the most coaches with the second category (49.38%) and significant with the third (20.45%).

This leads to the conclusion that with an adequate number of coaches working today in junior hockey, there are very few highly qualified coaches. (FHR,2018) Significantly more coaches with low qualifications who either do not have specialised education, or experience coaching, or results and achievements in hockey activities, and often having nothing.

Category	Federal region							HSC				Total coaches	
	CFR	Moscow	NWFR	PFR	UFR	NFR-EFR	SFR-NKFR	Moscow	Saint-Petersburg	Chelyabinsk	Omsk	Person	%
Higher	-	-	-	14	18	5	2	-	-	-	-	39	8.05
First	-	-	-	31	50	20	5	1	-	-	-	107	22.12
Second	-	-	-	41	118	22	40	8	-	-	-	239	49.38
Third	-	-	-	27	47	7	9	9	-	-	-	99	20.45
Total	-	14	24	123	233	54	70	18	-	-	-	484	100

It is necessary in the coming years to pay close attention and focus on improving the level of quality of professional training of trainers. Namely, on initial specialised education and periodic retraining of all trainers, exchange of experience between trainers in the system of youth hockey between schools, clubs, as well as the introduction and implementation of the practice of international best practices

Referee education

Another important factor in hockey is the referee education, it is not surprising that in the period from 2014 to 2017 the increase in referee's education was more than 45% (from 1 000 to 1 455 people). (FHR, 2018, 43) Due to this, the quality of refereeing at international ice hockey competitions gradually grew, which is confirmed by the representation of Russian referees at world championships.

In 2016, in accordance with the Set of Measures to Improve the hockey refereeing system, including the training for referees, was created system of training and certification of hockey referees.

FHR has developed a unified register of hockey referees of the Russian Federation, in which currently registered 1455 judges. (FHR, 2018, 43) In addition, a model of a unified standardised training program was developed "Basic", consisting of two main parts: The training program and Testing program. In this regard, a module for testing hockey referees was created, containing 1,100 questions, which is used to pass the qualification test with the subsequent assignment of qualification categories in accordance with the requirements of the Ministry of Sports of Russia. (FHR, 2018, 43) This module provides the ability to systematically control the quality of knowledge of referees and inspectors. On the basis of the Testing Module, a distance training program for the training of hockey referees under the Basic program is being developed. At present, the training of hockey referees is carried out in accordance with the IIHF Rules and the developed lesson plan. (FHR, 2018, 45)

A comprehensive program of psycho-physiological and psychological testing for referees and inspectors, as well as a program of psychological behaviour of referees.

To ensure the dynamic development of hockey, it is necessary to create and develop a sustainable system for the training and retraining of personnel in the hockey industry, including the preparation of:

- coaching staff;
- qualified sports managers;
- referees;
- qualified personnel for the creation and maintenance of sports facilities;
- sports doctors;
- other professionals and volunteers for major sporting and sports events.

For these purposes, it is advisable to determine the basic educational vocational education organisations subordinated to the Ministry of Sports Russia and the Ministry of Education and Science of the Russian Federation, having a material and technical base and personnel capacity to train the necessary specialists, to ensure constant interaction with them to solve the problems of preparation professional staff. (FHR, 2018, 77)

The promising tasks of training personnel for hockey on the basis of vocational education

organisations include interaction with educational organisations of vocational education in shaping the curriculum content of disciplines and practices in the Theory and Methodology of Hockey specialisation to train graduates of these organisations in accordance with the current level the development of hockey and the needs of employers. (FHR, 2018, 78)

Among other training measures, it is advisable to develop a special program for the retraining of leading athletes who have completed performances, in order to create a personnel reserve of managerial staff and coaching staff of the national hockey teams of the constituent entities of the Russian Federation, as well as to develop, train new trainers, modern approaches and methods of organising the training process, especially in youth hockey. (FHR, 2018, 79)

3.7. The economic potential of hockey

Over the past 4 years, the amount of state funding for hockey has not changed and amounted to 31.5 billion rubles. (FHR, 2018, 83)

The main problem to this day remains underfunding at the regional and municipal levels of youth, hockey academies, which is reflected, including in the absence or inadequacy of the material and technical base and coaching staff.

The main directions of this program aimed at the development of the economic potential of hockey in Russia are: (Gorbunov, 2018, 82)

- study of the use of public-private partnership opportunities for the development of hockey;
- an increase in the share of extra-budgetary funds in the financial support of FHR activities.

On this topic, I want to pay more attention and try to talk about all the shortcomings in financing children's hockey in Russia. How to solve these problems. And also, about current decisions in some cities of Russia, which made it possible to find financing at the maximum level.

4. Financing sport industry and hockey in Russia

Financing junior hockey has always been a problem segment of the Russian Federation, but before talking about the financial policy of hockey, I would first like to show the model of financing sports in the Russian Federation. (FHR, 2018, 92)

The state of physical culture and sports directly depends on the effectiveness of organisational and economic mechanisms in this system, in particular, the financing of this sphere. (Gorbunov, 2018, 97-111)

For the Russian Federation is characterised by a European model of financing sports. (Menshikov, 2006, 22)

The financial mechanism for the implementation of state policy in the field of physical culture and sports today is the federal target program "Development of physical culture and sports in



the Russian Federation for 2006-2015."

Figure 3. The mechanism of financing physical culture and sports in Russia by Menshikov (2006,22)

It notes that in the last decade, due to the lack of financial resources and attention from the state, the development of physical culture and sports has lagged behind the developed countries at the current level. The concept provides a rationale for the transition to the program-target methods of budget planning and highlights the following main advantages of the program-target method: (Menshikov, 2006, 29)

- an integrated approach to solving the problem;

- distribution of powers and responsibilities;
- effective planning and monitoring of program implementation results.

Funding for program activities is envisaged at the expense of the federal budget, the budgets of the constituent entities of the Russian Federation and extra-budgetary sources.

The total amount of funding provided for by the program, taking into account the price forecast for the respective years, is 129,340.7 million rubles, including 101,068.8 million rubles for the development of mass sports. (FHR, 2018, 21) At the same time, if we consider the development direction of mass sports, then obligations to finance events were distributed almost equally between the federal budget - 53,613 million rubles. And by means of the budgets of the constituent entities of the Russian Federation - 47 962 million rubles. Funding from extra-budgetary sources laid in the amount of 5080 million rubles.

Table 5. The amount of financing and sources of financing of physical culture and sports according to the Federal Program by Russia Federation (2016)

Sources	Amount of funding										
	2006 - 2015 total	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Federal budget	53 613	2 850	3 490	3 968	4 819	5 337	5 979	6 770	6 849	6 933	6 618
Regional budget	47 962	1 879	2 350	3 414	4 235	4 914	5 684	6 482	6 688	6 603	5 713
Extra-budgetary	5 080	100	370	250	300	420	250	700	720	720	1 250
Total	106 655	4 829	6 210	7 632	9 354	10 671	11 913	13 952	14257	14 256	13 581

On the figure clearly see see that that the federal budget finances 50% of the costs, 45% from the regional budgets and 5% from extra-budgetary sources.

The dynamics of the financing of physical culture and sports according to the Program is shown in the figure below.

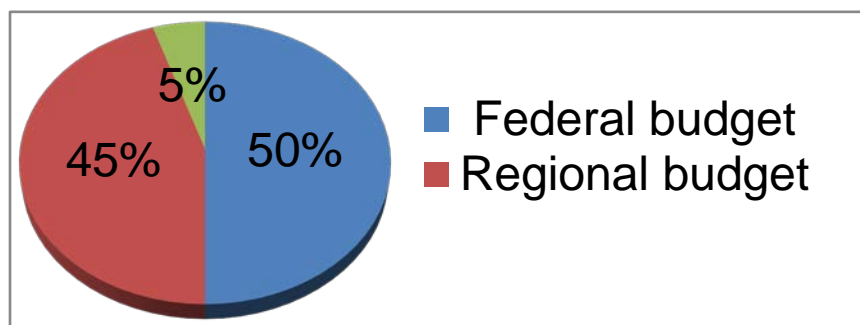


Figure 4. Structure of sources of financing of physical culture and sports in 2006-2015 by Russia Federation (2016)

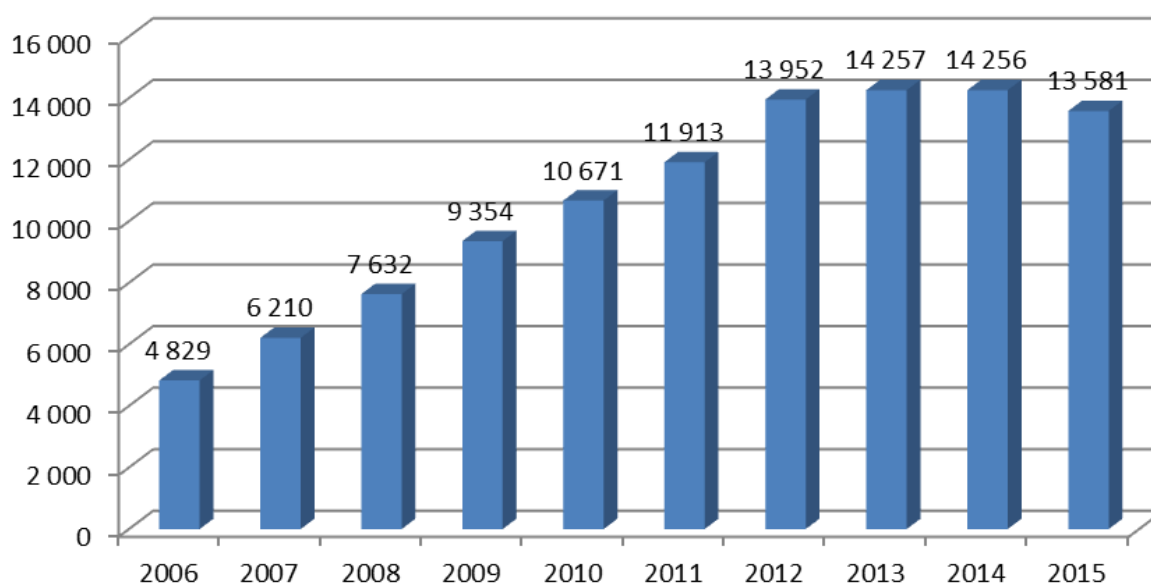


Figure 5. Dynamics of financing physical culture and sports in 2006-2015 by Russian Government (2016)

As can be seen from the figure, the program envisages a systematic increase in the financing of physical culture and sports until 2013, since 2014 the amount of funding has been somewhat reduced.

As the data show, as of the 1st half of 2013, 103 mass sports facilities funded under this program for the period from 2006 to 2012 have not been commissioned.

In 2013–2015, under the federal target program “Development of physical culture and sports in the Russian Federation for 2006–2015,” 329 mass sports facilities are financed from the federal budget, of which 40 started facilities. The remaining 63 unfinished mass sports facilities are subject to commissioning at the expense of regional budget funds. At the same time, the Russian Federation fulfilled its obligations to co-finance the construction of these facilities in full in accordance with the agreements concluded with the subjects of the Russian Federation.

At the present stage, the lowest segments for financing the sports industry are: (Menshikov, 2006, 35)

- youth sport;
- student sport;
- school sport.

These segments are in minimal demand from private investors. One of the factors of low popularity are: (Menshikov, 2006, 36)

- high level of costs;
- low level of payback;
- the risk of not profitability of the invested funds is high;
- low popularity of these segments.

A preliminary analysis of the results of the implementation for the period 2006–2011 showed an expansion in the scale of the activities implemented that fully meet the objectives set.

In general, the analysis of the level of financing of physical culture and sports in Russia allows us to conclude that:

Firstly, there is a constancy of funded areas. (Menshikov, 2006, 44)

Secondly, with the general tendencies of increasing financing, a small proportion of expenditures on physical culture and sports in the federal budget remains, and the relative unchanged share of the industry at the level of 0.17 - 0.2% of GDP, which is about 10 times less than developed countries. (Menshikov, 2006, 44)

Thirdly, the funds of programs for the development of physical culture and sports are directed mostly to strengthening the material and technical base. (Menshikov, 2006, 44)

The implemented program-target method of budget planning creates optimal conditions for improving the infrastructure of physical culture and sports through the implementation of specific projects. (Menshikov, 2006, 46)

To assess the financing level of the sports industry, as part of this study, an analysis of sources of income and cost structure of one of the very first hockey academies - Metallurg Novokuznetsk.

The funds for the development of the Metallurg Academy Novokuznetsk until 2016 were extracted from two sources, the first is the city budget, and the second is HC Metallurg. Since 2017, HC Metallurg has ceased to allocate money for the development of youth hockey, due to insufficient funding from the general sponsor of the hockey club. (Metallurg academy publication, 2018)

In the conditions of a market economy, budget cuts, the Metallurg Academy was in a difficult position and was forced to actively seek extra-budgetary sources of funding - first of all, to attract shareholders, sponsors, philanthropists and conduct its own business activities:

- 1) revenues from ticket sales, badges, pennants, souvenirs;
- 2) publishing activities;

3) sale of transfer contracts.

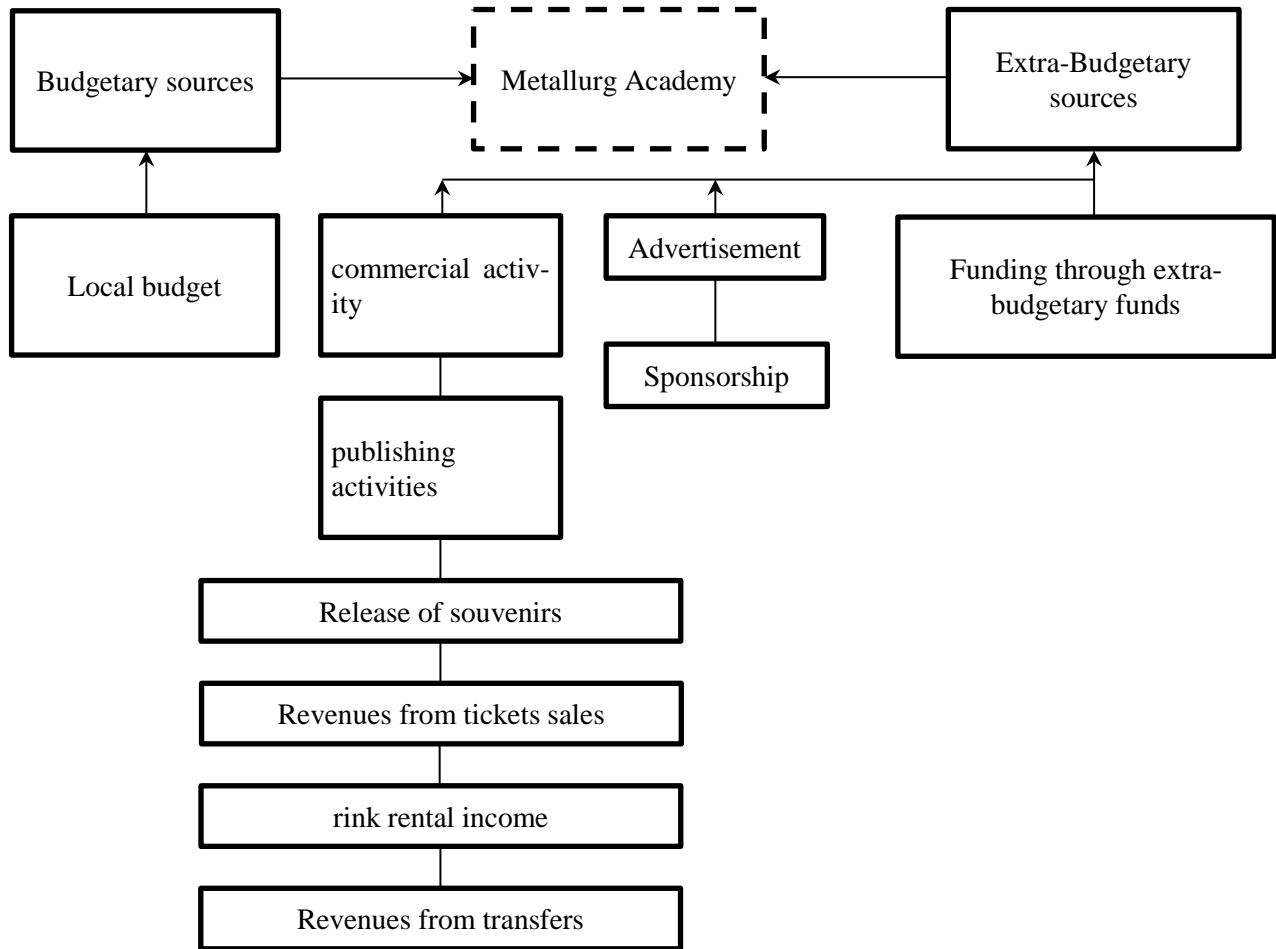


Figure 6. The structure of financing Metallurg Academy by Metallurg academy (2018)

As can be seen from the figure, budget revenues have the largest income in the structure of the academy - 55% and rent of the rink - 23%. Revenue from transfers was only 11%, revenue from tickets sold - 7%, and proceeds from the sale of souvenirs only 4%.

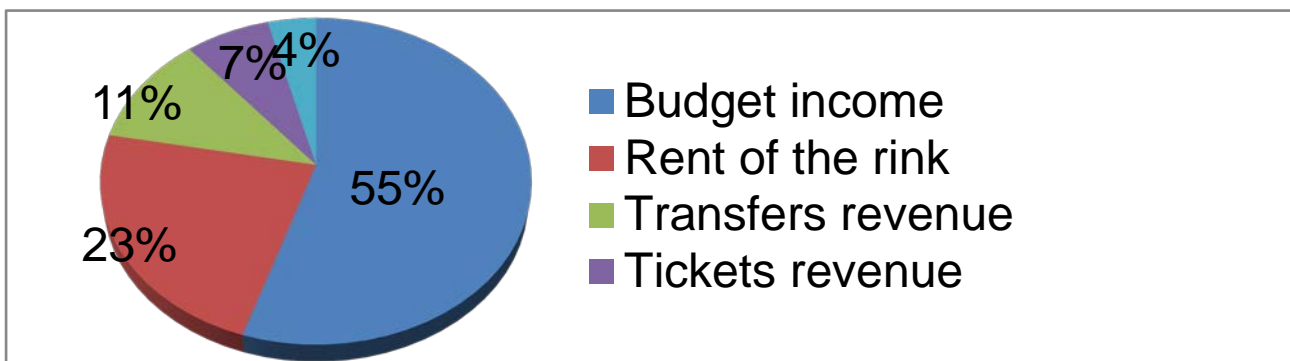


Figure 7. Revenue structure of the Academy Metallurg in 2018, % by Metallurg academy (2018)

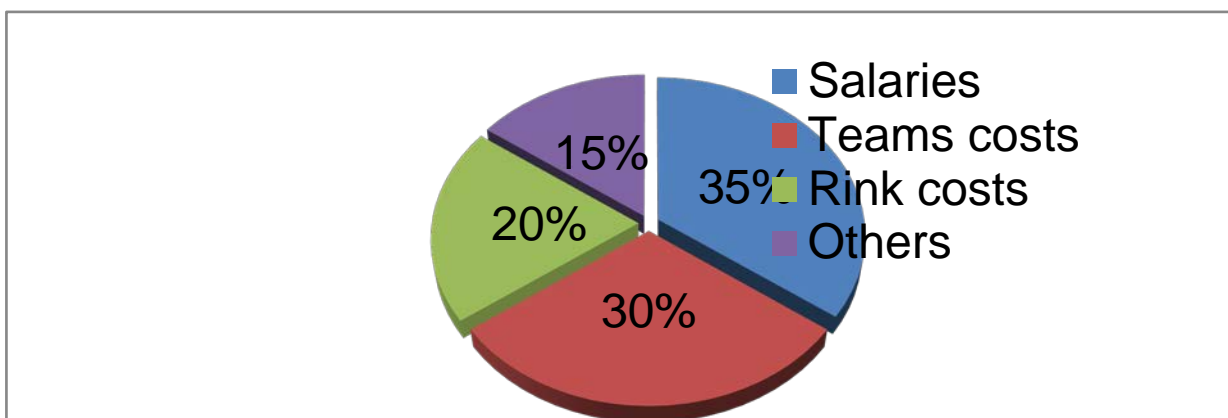


Figure 8. Cost structure of the Academy Metallurg in 2018, % by Metallurg academy (2018)

As you can see from the figure, the highest expenditures are on wages and on the maintenance of teams in 2018. Costs for the rink accounted for 20% of total costs. Other expenses amounted to 15%.

Table 6. The structure of costs Metallurg academy in 2016-2018 by Metallurg academy (2018)

Income	2016	2017	2018
Salaries	25%	29%	35%
Team costs	22%	27%	30%
Rink costs	45%	35%	20%
Others	8%	9%	15%
Total	100%	100%	100%

It follows from the table that the cost structure has also changed: the share of expenses for paying players and coaching teams, for maintaining teams and other expenses has increased, while expenses for maintaining the rink has decreased.

Funds received from government agencies cannot solve the problem of financing the Metallurg Academy. Only financially strong clubs, such as the Metallurg Academy, can turn the national children's championships into a bright spectacle that can attract viewers to the stands, the attention of sponsors and the authorities. Wealthy academies have more opportunities to achieve success in international tournaments.

However, as the conducted analysis shows, the efficiency of activities in 2018 has significantly decreased, the reason for this is a decrease in income from all their sources.

5. Problem issues of the development sport industry and ice hockey in Russia

Analysis of the state of development of the industry of hockey and sports in the Russian Federation shows that since 2008, there has been a steady increase in the number of citizens involved in hockey in the country and, including in schools and institutes, the number of facilities for hockey has increased. In addition, during this period, increased funding for physical culture and sports.

A significant role in the successful development of this area is played by the Strategy for the Development of Physical Culture and Sports in the Russian Federation for the period up to 2020, adopted in 2009, and the State Program of the Russian Federation "Development of Physical Culture and Sports" which was adopted in March 2013.

The major goal of the development of physical culture and mass sports is to achieve by 2020 an indicator of systematically engaged in physical culture and sports in 40% of the total population of the country. Also, planning to increase the total number of hockey players up to 10. At the same time, the share of people with disabilities who are systematically engaged in physical culture and sports should be at least 20%, the proportion of students should be at least 80% of their total number. The indicator of the level of provision of sports facilities to the population, based on their one-time capacity, including for persons with disabilities and disabled people, is expected to increase to 48%. (Grigorev, 2010, 2)

Currently, in Russia Federation systematically engaged in physical education 22.5% of the total population, 3.5% of the total number of people with disabilities and people with disabilities, 52.7% of the number of students and students. The indicator of the level of provision of the population with sports objects, based on their one-time throughput, is 25%. The numbers of hockey players at this moment is 7.9% (Grigorev, 2010, 2)

To achieve the goals of state policy in the field of physical culture and sports, by 2020 it is necessary to double the number of citizens who are systematically engaged in physical culture and sports. This indicator is required to increase by 12.5% each year. (Grigorev, 2010, 2) While the hockey needs 1% yearly. At the current rate of development, the growth in the number of systematically engaged will not exceed 2% per year. (FHR, 2018)

The main factors hindering the more intensive development of the sports industry are: (Grigorev, 2010, 2)

1) Primary reliance on state organisational and financial resources, the limitations of which do not allow creating optimal conditions for attracting various groups of citizens to regular physical activity, especially the adult population over 30 years old. (Grigorev, 2010, 2) Formed practice reduces the investment attractiveness of physical culture and sports, and does not provide timely response to changes in the structure and dynamics of the demand for physical fitness ser-

vices. The analysis of foreign experience shows that the potential for the development of physical culture and mass sports are public physical culture and sports organisations - physical culture and sports clubs and societies. (Grigorev, 2010, 2) Their activity is based on voluntary membership, membership fees are the main source of funding. There is a widespread practice of providing these organisations with various tax benefits due to their special social significance. This allows you to successfully solve the problem of coverage of the population by organised forms of physical culture and sports at the place of residence and work, to obtain objective data on the number of systematically engaged, the state of physical fitness of the population, to ensure the development of sports infrastructure taking into account the characteristics and needs of residents of a particular region; (Grigorev, 2010, 2)

2) The absence of legislative incentives for the development of physical culture at the place of work of citizens in the Russian Federation is systematically engaged in physical culture and sports less than 10% of the population aged 30 to 59 years. (Grigorev, 2010, 3) The issue of creating conditions for physical education and sports for workers is left to the discretion of employers. Corresponding conditions are created in companies with a highly developed corporate culture; however, most employers do not use health promotion and employee savings mechanisms. (Grigorev, 2010, 3) Also, in the Russian Federation, the practice of stimulating workers spread abroad using the monetisation of compulsory health insurance payments for persons who have not had insurance cases for a calendar year is not used. (Grigorev, 2010, 3)

3) Unresolved issues of logistics, personnel and medical support. Despite the intensive development of sports infrastructure (more than 24 thousand sports facilities were commissioned in 2008-2012), the Russian Federation is lagging behind in terms of the availability of sports facilities to the majority of developed countries in terms of sports. (Grigorev, 2010, 3) First of all, by the number of low-budget sports facilities for all citizens. The access of the population to sports infrastructure in schools and universities is also limited. About 2/3 of the total number of schools need modernisation (creation) of the material and technical base of physical culture and sports. (Grigorev, 2010, 4) For example, less than 50% of all schools in Russia do not have an open area rink for children playing hockey. The issues of improving the qualifications of teachers of physical culture, as well as specialists conducting physical education and sports work with the population, remain relevant. There is no material incentive system for these persons to conduct extracurricular and overtime sports work. Regular medical examinations and medical control covered 13.0% of the total number of people involved in physical culture and sports. In general, the capabilities of the medical and physical training service do not meet the needs of the development of physical culture and mass sports; (Grigorev, 2010, 4)

4) Uneven development of physical culture and sports in the subjects of the Russian Federation. Among the regions and federal districts of the country, there is a significant difference in the development indicators and the amount of financial support for physical culture and mass sports. (Grigorev, 2010, 4) Thus, the difference between the best in terms of the share of citizens

systematically involved in physical culture and sports, the region (Mari El Republic - 34.6%) and the region with the lowest value of this indicator (Republic of Ingushetia - 4.8%) is up to 6 times. It is possible to make a similar proportion with regard to the number of built sports facilities and investments attracted to sports. (Grigorev, 2010, 4) Moreover, 29 constituent entities of the Russian Federation do not have agreements on cooperation and interaction with the Ministry of Sports of Russia.

5) Insufficient efficiency of propaganda of physical culture, sports and healthy lifestyle
Propaganda of physical culture and sports is carried out mainly through the production and distribution in the state media of relevant news and awareness-raising programs. (Grigorev, 2010, 5) The potential of modern social media for propaganda work is not fully demanded. The Russian Federation does not cooperate on a systematic basis with leading international organisations that ensure the global promotion of the International Forum «Sport for All» aimed at promoting physical activity for the sake of health, social interaction, integration and people's communication. (Grigorev, 2010, 5)

5.1. Perspective direction of development of sport industry and ice hockey industry in Russia

Over the past two decades, sports have ceased to be just a form of leisure or spectacle. The sport industry in Russia must set itself tasks to increase the investment attractiveness of the economy sector, increasing the scale of development of modern sports. (Tiosova, 2011, 1)

As a result, strong competitive relations begin to develop, where each sports organisation (federation, league or club) develops and forms its competitive strategy, seeking to increase competitiveness. (Tiosova, 2011, 1) The higher it is, the more the sport industry will develop, when each sports organisation tries to set the development bar higher and higher - provoking its competitors to do the same. (Tiosova, 2011, 1)

Improving the quality of management of sports facilities and improving the competitiveness of Russian sports is not possible without proper financing.

Researching the problems of financing sports in Russia allows us to conclude that the proportions by sources of financing in domestic sports are completely different from foreign practice. The sale of competition rights and revenues from ticketing in Russian team sports (the main ones are football, hockey, basketball, volleyball) are 2-3 times lower than European and American. And this is despite the fact that the cost of athletes, coaches and their salaries are quite comparable in size.

In Russia, most of the financial responsibility for the development of the system of physical culture and sports is assumed by the state, and not by the private business.

The main reason for the distorted functioning of the system of financing professional sports in Russia is government intervention. In this aspect, there are two directions: (Tiosova, 2011, 2)

1. Direct financing of professional sports clubs and individual athletes from the budgets of

territories, republics, regions and municipalities; (Tiosova, 2011, 2)

2. Indirect financing of elite sports through state corporations - Gazprom, Rosneft, VTB, Transneft, Russian Railways and some others. (Tiosova, 2011, 2)

The controlling stakes of these companies are owned by the state and are fully controlled by the government. Thus, we see that the state, through its main persons, provides moral and financial support for professional sports at the highest level.

For example, the Russian company ABO-Kalital officially owns 51% of the shares of football CSKA. 49 % - to the English firm Blue Castle. However, the real owner of the club can be considered Eurofinance Bank, which acquired the club's shares from a subsidiary of Blue Castle Enterprises Limited. The sports assets of OJSC MMC Norilsk Nickel include the CSKA basketball and hockey clubs, the Moscow football club and the Norilsk Nickel mini-football club, at the expense of which funds are used to finance all the activities of these clubs.

The sphere of physical culture and sports in Russia in absolute amounts is funded by the growing trend, each year budget allocations increase by an average of 47.0%. (Menshikov, 2006, 117) With general trends of financing, a small proportion of expenditures on physical culture and sports in the federal budget remains, and the relative unchanged share of the industry is 0.17–0.2% of GDP, which is about 10 times less than in developed countries. (Menshikov, 2006, 119)

This amount of funding from the state does not allow performing all social and economic functions assigned to physical culture and sports.

On the one hand, it is substantiated that in some areas of physical culture and sports services, state funding is preserved: children's sports, mass sports, and adaptive programs. (Menshikov, 2006, 121) On the other hand, some areas of the sphere of physical culture and sports can cost private investment, and for the development of investment activity in them is enough indirect state regulation (corporate sports, sports of higher achievements, etc.). (Menshikov, 2006, 122)

It is necessary to maximise all possible sources of financing, creating mutually beneficial conditions for all potential participants.

In particular, regional and municipal authorities should assess the effectiveness and uniformity of the tax burden and the potential for increasing the tax burden by type of economic activity and areas of the regional economy, including physical culture and sports. Issues of providing paid services in the country today are not being addressed effectively. While, for example, in Austria, revenues from sports and health services make up about 2% of GDP, in Switzerland - 1.8%, and in our country, this figure is only 0.06%. (Menshikov, 2006, 127)

To expand the provision of sports and recreation services, a complex of measures for the development of small business, a private-state partnership in the field of physical culture and sports is necessary.

Russia should create its own structure of financing sports, taking as a basis the most appropriate financial and organisational plans for the system of sports management, both at the local level and at the state level.

The government will receive several useful effects from the development of a diversified financial system of business support: to reduce state financing of various sports and sports programs at the federal and local levels; the development of a socially significant sphere of business activity, due to which the population is healed, and new jobs are created; Tax revenues to budgets of all levels are increased due to the development of the sports business. (Menshikov, 2006, 142)

A similar approach is laid in the fundamentals of financial support for the implementation of the Strategy for the Development of Physical Culture and Sports for the Period up to 2020 - at the expense of the federal budget, budgets of the constituent entities of the Russian Federation and extra-budgetary sources, which once again confirms the need to find the optimal model for financing sports and sports services.

To enhance the development of the sports industry in the Russian Federation and to achieve the goals of state policy in this area it is advisable:

- to establish in the Russian Federation standards of physical training for various age categories of the population, taking into account medical groups for physical training, and to test them experimentally in selected subjects of the Russian Federation;
- to ensure the creation of organisational, legal and financial conditions that stimulate the development of physical culture and sports clubs established in the form of public organisations for mass involvement of citizens in physical activity at their place of residence, work (service), as well as their associations; (Menshikov, 2006, 146)
- to provide for legal regulation measures aimed at encouraging employers in terms of creating conditions for the development of physical culture and sports, encouraging employees for a responsible attitude to health, including within the framework of the compulsory health insurance system;
- optimise the approach to the development of mass sports infrastructure, taking into account the priority of building low-budget sports facilities in the zone of close access and form mechanisms for the joint use of sports facilities of educational organisations by students and the public; (Menshikov, 2006, 147)
- to ensure the modernisation of the material and technical base of physical culture and sports in general education organisations, taking into account the needs of the Ministry of Education and Science of Russia;
- develop a mechanism to support workers in the field of education and physical education for conducting extracurricular and overtime sports work and the development of mass sports among the population;
- to ensure the promotion of the Sport for All International Movement on the territory of the Russian Federation, including by organising sports and socially significant events held under

the auspices of the movement, as well as the All-Russian sports and sports complex, on all-Russian state-owned television channels and radio channels;

- make changes into the procedure for conducting federal statistical monitoring in the field of physical culture and sports, providing for the improvement of methods of registration of citizens independently engaged in physical culture and sports, receiving physical education and sports services on a paid basis, as well as accounting of citizens who have complied with the standards of all-Russian physical culture -Sport complex; (Menshikov, 2006, 147)

- develop a system of incentives and motivations to increase the interest of various categories and groups of the population to physical self-improvement, maintaining a healthy lifestyle, mastering and complying with the standards of the all-Russian sports and sports complex, including:

- the establishment of insignia for the participants and complying with the standards of the complex;

- to develop methodological recommendations and exemplary programs for the preparation, including independent, for the implementation of the standards of the All-Russian sports and sports complex. (Menshikov, 2006, 148)

6. Researching

6.1. Online survey among managers of academies

An online survey has been developed to collect data from different managers of academies in order to receive information and statistic on problems that we pointed out earlier. Our questionnaire was developed to be simple, short and provide multiple-choice answers, so people would be willing to complete it. The questionnaire were sent to the academies in Siberia and the total numbers of people who answered on the question were 22. A total of 9 questions should provide enough data to understand what is wrong with ice-hockey industry at the moment and what changes are needed to be done. Online survey includes following questions:

What aspects of the youth hockey industry do you consider the most important at the moment?

- Is it necessary to make hockey as compulsory sport in schools, universities?
- What are the problematic segments in the hockey industry today?
- Can the World Cup increase the popularity of hockey?
- What is the current state of your hockey rink?
- Do you let your trainers get an additional education / practice?
- Does your academy budget comply with the law?
- Has your academy budget increased over the last 5 years?
- What kind of problems in the development of sports industry you know?

The following survey is attached below (appendix 1).

6.2. People reaction on promoting

In order to see how people, behave and show interest to different sorts of promotion, we asked local ice-hockey club to launch discount program for existing customers and to provide bonuses for the new ones. This would increase interest in ice hockey among many people as playing hockey professionally or as hobby would become more affordable and with bonuses. Local ice-hockey club has introduced 15% discounts on their services for everyone who has been their customer for more than a year. New customers have received a lottery ticket with a chance of winning different equipment from certified ice-hockey shop and have received 5% discount if they brought a friend with them. In addition, we made children's hockey free for groups of 5-7 years old and wanted to see if the number of players would increase or stay the same.

6.3. Records of data collected in schools, colleges, clubs

All ice-hockey departments in institutions and sports clubs record all data about people who play ice hockey and use their services. This information helps to understand current situation and make a conclusion about popularity of this sport in local city and Russia overall by comparing numbers in annual reports from variety of cities and regions. Although, it may not always be perfectly correct, it definitely can provide some answers to us. Using these records, I have built some graphs to see changes in popularity of ice hockey among people aged from 6 to 21.

6.4. Interviewing professional academies coaches

In order to understand current state and of ice hockey in Russia, a number of interviews with members of professional academies has to be done and see what their opinions are. With the set of questions, we can get a lot of information and ideas on our topic from coaches who are passionate about this sport and enjoy playing it. The total number of coaches that were asked was 9. This information then can be transformed into report containing general idea and possibly will show overall picture of ice hockey in Russia and will help by providing an answer to our questions.

7. Results

7.1 Results of online surveys (charts for each question in order)

The results of the questionnaire:

7. What aspects of the hockey industry do you consider the most important at the moment?
 - Mass sport - 13%
 - Youth hockey - 35%
 - School PE - 9%
 - Student Sport - 11%
 - High performance sports - 17%
 - Sport reserve preparation - 15%
2. Is it necessary to make hockey as compulsory sport in schools, universities?
 - Yes - 73%
 - No - 27%
3. What are the problematic segments in the hockey industry today?
 - The development of youth hockey in the Constituent entities of the Russian Federation - 23%
 - International Sports Cooperation - 9%
 - Promotion of ice hockey - 9%
 - Organisation and holding on the territory of the Russian Federation sports competitions including international - 17%
 - Creation of sports infrastructure - 13%
 - Training coaches and other hockey specialists - 13%
 - Financing problems - 16%
4. Can the World Cup increase the popularity of hockey?
 - Yes - 82%
 - No - 18%
5. How do you rate the current state of your hockey rink? (scale from 0-10, 0 - terrible, 10 - great)
 - The average statement is 5.5
6. Do you let your coaches get an additional education / practice?
 - Yes - 25%

- No - 75%
7. Does your academy budget comply with the law?
- Yes -35%
 - No - 65%
8. Has your academy budget increased over the last 5 years?
- Yes, increased on 10% - 10%
 - Yes, increased on 15% - 5 %
 - Yes, increased on 20% - 15%
 - Yes, increased over 25% - 5%
 - No, the budget is the same - 65%
9. What kind of problems in the development of sports industry you fully agree with?
- Lack of money - 35%
 - The absence of the role of business in sports - 25%
 - Lack of legislative incentives - 9%
 - Lack of staffing professionals -31%

From the results of our questionnaire, we can see that youth hockey is the most important aspect of ice-hockey at the moment and majority of responders think that ice-hockey must become a compulsory sport in educational program. People think that ice-hockey in Russia is not on the level of development on which it should be at the moment. And in order to improve current situation, hosting a world cup would help a lot. Another problem touched in questionnaire is ice-rinks and their state of condition. Most common answer was 5.5 which means that rinks are not great, but also not very terrible. Coaches are limited in the way of getting additional education and practice during free from work time, which means that players are getting education based on old techniques and small experience. Unfortunately, government does not provide more financial support to academies, but at least the number in budget does not change. And lastly, almost same amount of answers were picked to tell us that lack of money and professional staff are roots of the problems in ice-hockey.

7.2 Table with data of new players after promotion

Players group	Players before promotion	Players after promotion	Difference in %
5-7	250	295	17 %
8-10	200	231	14 %
11-14	160	165	3 %
15-18	120	146	20 %

In the table above, we can see that experiment with promotion was successful as we can see big growth in new players aged 5-7 years old. These numbers show that parents are interested in their kids playing ice-hockey, but most likely to actually send them to academies when price on services is decreased. This means that government should provide more subsidies to ice-hockey academies, to make them lower prices and get more people to love this sport.

7.3 Collected data, tables

Annual stats/institutions	Professional clubs	Universities	Schools
2018	4723	3412	2278
2017	3984	2167	1975
2016	3356	3037	1531
2015	2618	1975	1367
Change	Positive	Positive	Positive

From the data above we can see positive change in numbers of ice-hockey players. This means that people show more interest in this sport not only as professional but also as hobby while being at school or university. These changes can occur as result of various actions, taken to promote ice-hockey and make it more popular among youngsters. Things such as show matches between professional players and casual players is an effective way to make people attend pro-league matches and or even influence others to try themselves on a higher level. Discounts or free trainings make huge impact on people's choice on what sport to play.

7.4 Data collected and formed from interviews

To deepen in more detail in the problem segments, I conducted a series of interviews with coaches from different academies

The interview included the following questions for coaches:

1. What problem areas can you highlight in your academy?

- Financing problems - 60%
- Lack of infrastructure - 25%
- No chance to get an additional education/practice - 35%

2. How many hockey players do you have in academies?

- 100 - 300 - 10%
- 300 - 500 - 25%
- 500 - 700 - 50%
- over 700 - 15%

3. What salary do you have?

- 10.000 - 20.000 rub - 10%
- 20.000 - 30.000 rub - 25%
- 30.000 - 50.000 rub - 55%
- 50.000 - 100.000 rub - 10%

4. What is the difference between current hockey and hockey 15 years ago?

- hockey has become faster - 25%
- coaching methodology has changed - 50%
- the mentality of the players has changed - 25%

5. Why hockey is not as popular as football in Russia?

- Less promoting hockey than football - 30%
- Lack of infrastructure for hockey - 30%
- Expensive hockey gear - 40%

6. Which countries are ahead of us in the development of hockey?

- Canada/USA - 40%
- Scandinavia - 55%
- Others - 5%

7. What would you change in the current Russian hockey system?

- Would pay more attention on financing system in hockey - 25%

- Would change the training system - 25%
- Would change the structure of management in youth hockey - 20%
- Would change the state's approach to youth sports - 25%
- Nothing would change - 5%

8. Discussion

Based on the study of the development of the youth hockey industry in Russia, the following conclusions were made.

The youth hockey industry plays an important role in the development of physical education and mass sports, providing the population with modern and affordable facilities, equipment, goods and services.

The state of the hockey industry of sports directly depends on the efficiency of organisational and economic mechanisms in this system, in particular, the financing of this sphere. In Russia, the state assumes most of the financial responsibility for the development of the system of youth hockey.

Analysis of the current state of financing of physical culture and sports in Russia led to the conclusion that in absolute amounts this area is financed according to the growing trend, annually budget allocations increase by an average of 47.0%. With general trends of financing, a small proportion of expenditures on physical culture and sports in the federal budget and the relative unchanged share of the industry at the level of 0.17–0.2% of GDP remain, which is about 10 times less than in developed countries.

Regional financing is limited. It means that the business should start to finance the sport in Russia as soon as possible.

Budget financing does not fully provide for the development needs of both top-level sports and sports for all, and for investors who are ready to invest in physical culture and sports, the appropriate conditions are not created.

The main disadvantage that hinders the effective development of youth hockey is its excessive dependence on the state, a large number of parallel governing bodies and funding, and excessive bureaucracy. The extreme centralisation of sports management in our country prevents the emergence of incentives to search for alternative sources of funding, while society as a whole, and not just sports structures, is interested in the development of sports, because of physical education and sports, people's horizons expand and their intellectual and physical capabilities develop. Workers and employees, which increases their productivity.

Conducting a study of the youth hockey industry in Russia made it possible to establish that it is necessary to focus efforts on the development of several segments of the sport industry: yard sports, children's sports, school sports and university sports. These segments of the sports industry are currently lagging behind development.

Another problem is the shortage of sports facilities, but the World Cup U20 in 2023 is ahead and preparations are already underway for this tournament, new ice hockey rinks are being built, cities are getting more and more developed infrastructure. Do not forget about the usual sports fields, which should be in every yard, if a country wants to have a healthy nation, then you need to support the children, namely, they are our future in the world sports arena. It is also worth

attracting citizens to regular physical education classes.

In conclusion, it is worth noting the importance of uniting the state, sports and business in solving these problems. Today it is difficult to deny that business plays a key role in the development of the global sports industry and the Russian sports industry. The economic interests of business have influenced and continue to influence the increase in the income of sports organisations. At the Olympic Games in Sochi, it was shown how to build trusting and competent relationships, to achieve goals and at the same time observe mutual interests. The main key to success in the sport industry in Russia in the coming years is, specifically, the partnership of the state, business and sport. Each of them has their own interests, and by helping each other, there is an additional opportunity to fulfill their goals, which are not possible without cooperation.

The analysis of the youth hockey industry in Russia gave grounds to assert that all the problems listed above have solutions. With proper adaptation of foreign experience to the Russian socio-economic conditions, the use of modern marketing technologies and the realisation of Russia's enormous potential, the audience appeal of the Russian sports industry will increase significantly.

Last but not least, after the doing the rearch of this thesis I got understand what I can improve as a sport manager in the future work. As I work in Metallurg academy, I will pay more attention on following problems:

- Infostructure problems;
- Business sponsorship;
- Education for coaches;

I hope by improving these aspects, I will develop at least something in Russian academies approach and hopefully more academies will see the results and will develop hockey industry together.

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Проблемные сегменты детского хоккея в России (Problem segments of youth hockey in Russia)

1 Какие аспекты в индустрии хоккея наиболее важны в настоящее время? (What aspects of the hockey industry do you consider the most important at the moment?)

- Массовый спорт (Mass Sport)
 Детско-юношеский спорт (Youth hockey)
 Школьный спорт (School PE)
 Студенческий спорт (Student Sport)
 Спорт высших достижений (High performance sports)
 Подготовка спортивного резерва (Sports reserve preparation)

2 Необходимо делать хоккей базовым спортом в школах, университетах? (Is it necessary to make hockey as compulsory sport in schools, universities?)

- Да (Yes)
 Нет (No)

3 Какие проблемные сегменты можно выделить сегодня в хоккейной индустрии? (What are the problematic segments in the hockey industry today?)

- Развитие детского хоккея в субъектах РФ (The development of youth hockey in the Constituent entities of the Russian Federation)
 Международное спортивное сотрудничество (International Sports Cooperation)
 Популяризация хоккея (Promotion of ice hockey)
 Организация и проведение на территории Российской Федерации и физкультурных мероприятий и спортивных соревнований (в том числе международных) (Organisation and holding on the territory of the Russian Federation sports competitions including international)
 Создание спортивной инфраструктуры (Creation of sports infrastructure)
 Подготовка тренеров и иных специалистов по хоккею (Training coaches and other hockey specialists)
 Финансовые проблемы (Financing problems)

4 Поможет ли проведение Чемпионата Мира увеличить популярность хоккея в РФ? (Can the World Cup increase the popularity of hockey?)

- Да (Yes)
 Нет (No)

5 Как вы оцениваете состояние арен на текущий момент у вас в городе? (How do you rate the current state of your hockey rink?)

- 0 1 2 3 4 5 6 7 8 9 10
 Ужасное (terrible) Отлично (great)

6 Ездят ли ваши тренеры на курсы/обучения для повышения своего мастерства? (Do you let your coaches get an additional education / practice?)

- Да (Yes)
 Нет (No)

7 Соответствует бюджет вашей школы всем законам? (Does your academy budget comply with the law?)

- Да (Yes)
 Нет (No)

8 Увеличивался ли бюджет вашей школы за последние 5 лет? (Has your academy budget increased over the last 5 years?)

- Да, увеличился на 10% (Yes, increased on 10%)
 Да, увеличился на 15% (Yes, increased on 15%)
 Да, увеличился на 20% (Yes, increased on 20%)
 Да, увеличился более 25% (Yes, increased over 25%)
 Нет, остался прежним (No, the budget is the same)

9 Какие проблемы в развитии спортивной индустрии вы знаете? (What kind of problems in the development of sports industry you know?)

- Нехватка денег (Lack of money)
 Отсутствие роли бизнеса в спорте (The absence of the role of business in sports)
 Отсутствие законодательных стимулов (lack of legislative incentives)
 Нехватка кадровых профессионалов (Lack of staffing professionals)