

National Research University Higher School of Economics

FIFA/CIES

Sport Management Programme

GRADUATING PROJECT



***The 360° Academy: Development of a sports academy educational model
implementing a comprehensive approach to the teaching, training and
all-round development of an athlete***

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CONTENT

INTRODUCTION	3
CHAPTER 1. INTERNATIONAL APPROACHES TO ATHLETES EDUCATION	5
§1. Literature review.....	5
§2. Main characteristics of the modern system of athletes training.....	5
§3. Features and principles of the education process of athletes in different countries...6	
3.1 Organisation of athletes training in Russia.....	7
3.2 Experience of foreign academies.....	9
§4. Legal support.....	13
§5. Conclusion for chapter 1.....	14
CHAPTER 2. BASIC PRINCIPLES OF THE 360° ACADEMY.....	15
§1. Management.....	20
§2. Marketing strategy, sponsorship and advertisement of organisation	22
§3. Communications and event management.....	28
§4. Financial aspects.....	29
CONCLUSION.....	31
REFERENCES	33
<u>APPENDIX 1 Features and principles of athletes' education process organisation– international experience.....</u>	36
<u>APPENDIX 2 SWOT-analysis</u>	43
<u>APPENDIX 3 Competitor Analysis.....</u>	44
<u>APPENDIX 4 Financial Indexes.....</u>	46

Preamble

States-members of the United Nations recognizes that the creativity, energy and ideals of young people are essential for the further development of the societies, and sport is one of the most powerful tools to improve the quality of life.

The main purpose of the Federal Programme “Development of physical culture and sports in Russia for 2016-2020s” is to increase the effectiveness of the training system in high performance sport and to create conditions for systematic physical culture and sport activities (Resolution (№ 30) 2015).

INTRODUCTION

The main objective of this project is to improve the quality of the sports education system in Russia that can be resolved by the development and implementation of complex solutions for training and educational process.

The aim of this project is to provide a model of sport-oriented school and solutions for the development of a well-balanced harmonious athlete. This model takes into account the best Russian and foreign practices of the organisation of athletes educational and training process, the analysis of problem areas in the current Russian training system, the results of public opinion surveys aimed for the analyses of preferences of the target audience.

Context

Starting from the 2000s in Russia we have been following an active process of formation and development of sport's education, including commercialization of sport. Big international companies often use the outstanding athletes of the past in their marketing and social responsibility campaigns and advertising, and the demand for the athletes who can be associated with health and success increases every year. It is worth noting that athletes grown up in the “Russian sport system” are not considered as an investment-attractive “products” for either Western, nor for Russian culture.

A significant omission of the training system in Russia is a narrow focus on the sports component, thus missing important aspects including athlete readiness for life “outside of sport”. During interviews with experts and “opinion makers” from various sectors (the federal executive bodies, media representatives, members of sport-schools, well-known coaches and athletes, parents of athletes), as well as sociological surveys¹ we marked out a number of key issues that characterize the current situation in sport education system in Russia. The first is the lack of an athletes balanced

¹Two categories of respondents were interviewed:

1. Young athletes' parents (Group 1): <https://ru.surveymonkey.com/r/D53KS37>
2. Competing and former athletes (Group 2): <https://ru.surveymonkey.com/r/22HJNJS>

education system with the integration of general education courses, foreign languages learning and the development of communication skills.

Analysing our surveys results we can conclude that more than 96% of parents of young athletes are interested to combine sports training with studying of foreign languages and improvement of communication skills in the system of harmonious preparation. As well as 93% of respondents from Group 2 - competing and former athletes - are interested in a well-balanced, all-around development.

At the same time there is still no model of sports educational institution like that.

In this project, we propose methods and tools to enhance sports organisation by creating an adaptive model of multifunctional sports academy – the 360° Academy.

The aim of the model is to achieve high sport results in conjunction with the development of personality at the base of the organisation of secondary education (the 360° Academy), combining sports disciplines, trainings and general educational standards.

Methodology

While developing of a model we observed main systems of sports education management in the world, characteristics and traits of mass sports in the European Union, North America, Asia and Oceania by the example of Australia, China, Germany, Great Britain, Qatar and the USA. We paid special attention to review the national systems of children physical development and preparing athletes for high performance sport by the example of sport schools and academies, as well as covered the sport selection problems.

The main tasks of the study are:

- Identification of key criteria and analysis of regional and country-level features of the education and training system for athletes;
- Review international experience of sports institutions, aimed to all-round development of the athlete;
- Market research of sport and educational services in Russia and analysis of the demand;
- Identify the opportunities for improving of the existing system of Russian sport and educational services, and adaptation of the world best practices to the Russian environment, taking into account national peculiarities and traditions of sport in accordance with the "GLocal" concept;
- Creating of a sports educational institution model embodying a complex approach for the development of well-balanced harmonious athlete – the 360° Academy;
- Study of the key aspects of the organisation of the 360° Academy: management, marketing strategy, legal aspects, financial analysis, and communications.

§1. Literature review

The ideal human being, both physical and spiritual has occupied the minds since ancient times. The idea of a harmoniously developed personality was one of the main in the Renaissance.

The utopian socialists developed the idea of “all-round” person. Its founders - Robert Owen and Charles Fourier demanded elimination of the distinction between mental and manual labour and insisted on the education combined with different types of work (Owen 1950).

Nickolay Chernyshevsky – one of the Russian revolution democrats also considered the idea. According to him, the basis of this development is the diverse labour activity.

Also, in 1927, in the first domestic monograph devoted to the psychology of Physical Education, Professor A.P. Nechayev wrote: "The time has come to recognize that one can't speak of complete education where there is no physical development...." (Nechaev 1930).

The modern researchers also observe the theme of comprehensive development of a person. Their works can be divided into several main groups:

- studies on the harmonious personality development;
- works on physical education issues;
- research on combining training with education.

Among modern Russian and foreign authors, the first group of works includes the research of V.A. Berezina "Additional education of children as a means of creative development", the study by Jan Henry about the future development of European athletes as fully-rounded (Berezina 1998; Henry 2013).

The second - I.V. Volkova (2011) "Pedagogical bases of development of physical culture and sports movement in Russia", L.B. Tsenaev (2007) "Professional teaching of student-athletes in sports institutions in higher education", L.N. Kesarevskaya (2008) "Student-centered approach to the formation of physical training at school".

The third - A.V. Amvrosev (2003) "Pedagogical maintenance of the harmonious development of students-athletes", the work of Jan Erik Romar (2012) who has studied Finnish ski school - a combination of academic and athletic success of education, research of Jolanta Juska & Monica Py- atkovski (2010) about the organisation of sports preparation for youth sports in Europe.

§2. Main characteristics of the modern system of athletes training

Modern literature defines two types of system:

- European;
- American.

Modern structure of American sports includes four areas:

- sport in educational institution;
- recreational sport;
- amateur sport;
- professional sport.

The European system has taken a lot from Eastern European block experience, especially from the Soviet Union and East Germany. This system based on state financial support of sports centres and institutions. Sports institutions perform the functions of the training centres, as well as a base for scientific and methodical support of the teams and conduct a research in the sports field. Athletes have an educational guarantees as well as future career. Examples of training centres for high-level athletes with characteristics of European system can be seen in France, Germany, China and Australia.

The process of athlete's preparation for elite sport is mostly extensive (Tajmazov et al. 2012).

However, none of the models could be fully adopted to the Russian reality, and in this study it is proposed to review the existing models, the so-called "best practices", based on different types of common classification from different countries, to analyse the main features of its own and to offer a suitable model of athletes comprehensive development in the modern Russia reality.

§3. Features and principles of education process of athletes in different countries

To determine the level of sport's development in different countries we used different indicators. At first, we have decided to analyse statistics and official data of special indexes:

- Index of sports power published in 2014 by the Agency Sportcal²;
- Index of sportiness made by the Fight in the Sharks Agency³.

According to these studies, among the highest ranked countries in terms of sportiness are Russia, USA, China, Australia and UK as well as a number of other countries. But to determine the final list of countries, it is not enough to evaluate the level of sports development in the country. The approach used in organisation of children-youth sports around the world, and selection criteria of the analysed countries depend on many internal factors.

Main factors are:

- state of the economy (ratings);
- level of welfare of the population;

² <http://www.sportcal.com/Impact/nationsindex.aspx>

³ <http://fightingthesharks.com/fighting-sharks-fighting/>

- population structure;
- success at major international competitions (the development of high performances port);
- attitude of the state and society to the sport in general (development of mass sports);
- geopolitical features (compared to Russian);
- socio-cultural traditions;
- state of the science in this area;
- compliance with the legal framework to the needs of children's sports, and others.

To study international experience of a number of countries with different sports schools we chose several countries including Australia, Great Britain, Germany, Qatar, China and USA.

3.1 Organisation of athletes training in Russia

Currently there are several types of organisations involved in the preparation of athletes at different stages in Russia. Some organisations responsible for sport and health meanings, the other for the following development, including the training phase and the subsequent improvement of skills.

Sports schools and clubs carry out work with children and teenagers to strengthen their health and physical development.

Stages of athletic preparation	Periods of preparation	Youth sport clubs	Sport schools	Olympic Reserve Sport Schools
Fitness	Whole period	+	x	*
Primary preparation	2-3 years	x	+	x
Secondary preparation	4-5 years	x	+	+
Sports perfection	3 years		x	+
Elite level	3-5 years			+
Legend: + main function; X upon decision of the founder, * in specialized Sport School departments.				

The system of additional education in the field of physical culture and sports in Russia engages 3.142.000 people, representing just over 2% of the population. The cost of maintenance of sport schools in the last year increased by 13,7% and amounted to 78 billion 634 million 191,6 thousand

rubbles (Information included in the report of the Russian Government to the Russian Duma about the results of its operations for 2014 in the sphere of physical culture and sport).

The regions of the Russian Federation, which showed the highest and lowest rates of availability of sports venues in % of norm⁴.

In our view, the most important problems of modern system of children-youth sports and physical culture in Russia are:

- lack of physical activity of children due to substitution of physical activity by other activities, not related to physical culture and sports, and, as a result, the poor state of health of the young generation;

- early sport specialization, focus on achieving the best results in youth age;

- lack of qualified staff to work with children;

- problems associated with moral-ethical aspects of elite sport achievement among children (violation of anti-doping legislation, neglect of the principles of "FairPlay");

- lack of organized, flexible and adaptive sport selection mechanisms;

- an approach to the mechanisms of sports development and strategic planning actually is not adapted to modern realities (the number of commercial tournaments has grown up recently, while the training process in Russia is still carried out according to the out-dated principle of "4-year Olympic cycle");

- within the existing system stakeholders (Ministry of sports, national sport federations, the Olympic Committee of Russia and etc.) do not solve the important task of forming a positive image of Russian athletes.

The nature of these causes of these problems lies in economy. They are based on the desire to achieve best results with minimal use of resources.

As a tool of analysis we applied method of public opinion study. The study was conducted with two opinion polls, in which were surveyed for key groups:

Group 1: Parents of athletes from 5 to 12 years, practicing in, commercial groups "for health", sport schools, etc;

Group 2: Athletes (competing and former).

We discovered the following disadvantages of the current system:

- lack of a full socialization;

⁴ <http://www.minsport.gov.ru/activities/reports/9/26637/>

- lack of communication skills which are crucially important during the adaptation of athletes after their career in the field of sports, or in the case they do not achieve outstanding results;
- lack of social protection;
- unconscious choice of sport and hard transition from one sport to another;
- lack of sport selection methods, including the lack of "mental" selection by psychotype (in command and individual sports).

Among the main factors affecting the choice of sports for the child, respondents allocate convenient schedule training and proximity to home. Less than 50% of parents have the opportunity to enrol children to several sections due to the complexity of commuting in working hours, especially in big cities. At the same time 87% of respondents from the category B believe that they would be successful in another sport. In category A and over 86% of respondents believe that their child would be interested to try several sports (in one institution).

78% of respondents from category B were never involved in sport selection programmes, but would like to and find it interesting for themselves. 75% of category A respondents would like their child to participate in sport selection programmes.

3.2 Experience of foreign academies

To analyse best practice in management of education system we studied international academies experience worldwide base on following criteria, used to determine the value:

- type of specialization: multi-sport /unique sport;
- focus: mass sport/ elite sport;
- age;
- selection (principles of organisation);
- cost of education: paid/ free of charge;
- principles of education process organisation;
- sponsors, partners, PR;
- location of sports facilities: common perimeter or scattered in different areas of the city;
- mission, vision;
- evaluation (educational and behaviour);
- value added services.

3.2.1 Australia

One of the best examples of sports schools, dedicated to the harmonious development of athletes in Australia is Australian Sports Academy (Note. Appendix 1 [Australian Sports Academy]). The idea of a balanced combination of academic education and sports training is the basis of the ASA. It is believed that athletes' integration in the social environment outside their sport facilitate development both in sports and everyday life.

This system suggests a comprehensive two years' education in high school (from 15 years old), providing the certificate of Queensland. Thus, the focus is on young athletes who have decided to continue their carrier in sport.

With regard to our model, it is important to note that this option is not suitable for every sport, as the age is one of the major criteria in certain sports and 15-20 years period is the peak of a career, so the athlete simply can not afford to pay a lot of attention to education (for example, figure skating). In addition, as this system suggest a post-school degree, students should be prepared for the next stage of education, so a system of education of prep and senior school students should be organized properly.

3.2.2 United Kingdom

The UK is one of the leading sports countries in the world, where sport schools are extremely popular. Most of schools use the separation by gender. The vast majority are multisport. We chose for the analysis Millfield School which was the best sports school in the UK in 2013 and in 2014 (Note. Appendix 1 [Millfield School]). It is located in Glastonbury Somerset at a distance of 200 km from London is organized on the basis of the campus, combining all the facilities in the common perimeter. The basic concept of the school is that each human is able to achieve great success in his of her life, what is important is to find its strengths and develop it. Thus the school has implemented the concept of harmonious development of personality. Children from 2 to 18 years old are not only involved in sports, but also get a strong academic background and can express themselves in music, art and theatre.

Educations is fully covered by parents, but there are annually awarded scholarships for sport success, success in studies or theatre, which allows gifted children get free education.

To implement comprehensive personality development model of school it is reasonable partially take UK's school as a basis. Some aspects could be implemented in future stages of the development of the school, such as pre-school and primary education, but they are not mandatory and do not affect the implementation of the model. By the way, the age of the students (under 18 years old) does not allow to solve the social problems, such as obtaining of sport profession.

3.2.3 Germany

Germany is one of the top countries in the history of Olympic Games by medals' won. For the analysis was chosen Potsdam Sports School, located in Berlin and specialized in elite sport (Note. Appendix 1 [Potsdam Sports School]). Selection in the School is based mainly on the basis of the talents in a particular sport. From November to February, future students from 12 to 20 years old are going through sports, psychological and medical tests.

The main objective of the school is to find a balance between sport and mental development, which totally meets our approach requirements - a harmonious development of a person. This model can be used as a basis of the selection strategy. However, we can not fully pass it on to our realities, as our aim is to create a fundamentally new model, with the State support, but not in State funding.

3.2.4 Qatar

Qatar is one of the fastest sports-developing countries in the world, which has successfully conducted the world's largest sport events during the last few years and will host the FIFA Confederations Cup 2017 and the FIFA World Cup 2018.

One of the most important centres of sports education in Qatar is the Academy Aspire (Note. Appendix 1 [Academy Aspire]). The Academy realizes an initiative of the Qatar's government to identify talented athletes and prepare them for the world's largest sports events. Academy attracts the world's leading experts in the field of sports and educational technologies. The Academy has developed infrastructure consisting of: full-size soccer fields, dormitories area, track-and-field arena, 50-meter swimming pool, gym, tennis courts and other sports facilities.

In order to improve the efficiency of the Academy, sports selection is applied and consists of three phases: mass selection process, special sport-specific testing and the demonstration phase within the Academy.

It is worth mentioning that the Academy is a great example of sport institution focused on the harmonious athlete development - the athlete's desire to form not only in the physical aspect, but also intellectually and culturally.

3.2.5 China

Sports, including a set of exercises to improve physical conditions has been known in China more than two thousand years ago, when they started to develop the traditional arts, such as martial arts and archery.

Now the success of Chinese athletes is associated with effective mechanisms of state support, and comprehensive training and innovative sport selection methods. In China as well as in Russia,

special state authority is responsible for sports - the State Administration of Physical Culture and Sports.

For example, B. Franz identifies as one of the major factors, which determined the vector of successful sports development in China in recent years together with strict sport selection system and sport science and pharmaceutical industry - the targeted training for the Olympic Games and major international competitions as a national and political task (Franz 2008).

The system of selection and development of athletes in China is the most efficient in the world. Systematic sampling method was introduced in 1963 when the Ministry of Sports of China has developed "Prescription for outstanding athletes and teams" in order to make better use of existing sports school. At ten selected sports disciplines selection was conducted among talented children throughout the country. This method still exists today.

Preparation of professional athletes starts with low-level regional sports schools where children live full time. The first half of the day is dedicated to general education, the second devoted to sports training sessions. If an athlete is talented and the results are growing, he can be sent to the sports centre of the province. The final level is represented by elite sports centres in Beijing.

A successful example of implementing the concept of education and sports training in China is Beijing's Shishahai Sports School (Note. Appendix 1 [Beijing's Shishahai Sports School]). The focus is on "medal" sports for China (diving, artistic gymnastics, weightlifting, shooting, table tennis, badminton). After the Olympic Games in Sydney (2000) and the introduction of the government programme "Project 119"³ active development is observed in other Sports, for example, the development and significant growth of the results in swimming.

This model can be applicable for Russian realities in it's concentration and focus on the "selected" sports development methods, but need to be improved by smart commercialization and investment attractiveness approach.

3.2.6 USA

The development of sports in the United States is at a high level, and represents one of national ideas and valuable part of American culture.

The conditions for training in the United States attract athletes from many countries. The ability to combine the educational process and training activities within the institution allows students-athletes to receive education in their areas of interest and achieve success in the sport, with schools

³ 119 – the total number of medals that are given in swimming, track-and-field, sailing, rowing and other sports, that were not yet developed in China (just 1 gold from 119 in Sydney (2000)).

often provide benefits for tuition, one of the best examples is the IMG Academy (Note. Appendix 1 [IMG Academy]).

§4. Legal principles underlying sport

In recent years the issues of sports legal support are becoming more important and mandatory for consideration. The legal framework of sports law is constantly being improved to meet the requirements for this branch of law.

We should consider the special role of the country's government in the legal support of sports. The motives of country's involvement in sport can be different depending on several factors: political, economical, religious historical, educational, ecological, demographic, etc. (Council under the President of the Russian Federation on development of Physical Culture and Sports 2009).

Each country has its own system of sports, which combines the interaction between the country's government support and external sources of support including public and private organisations.

Countries can be divided into 2 categories, according to national sport policy:

1) Autonomous organisation

National sports federations are in charge of developing sport within the country.

2) Sports system, controlled by the public bodies

Leading role for the organisation of sports is executed by the government, often in the form a special authority - the Ministry of Sport, which controls the development of sports in the country.

It is important to underline, that each model has its own advantages and disadvantages. The global experience shows those models can complement each other.

Public policy can impact sports in a variety of mechanisms:

1) Securing the role of physical culture and sports through the Constitution allows legislation to ensure the development of sports at the national level;

2) Government support through sports funding, construction and maintenance of sports facilities, health centres, athletes and coaches support, implementation of sport science and IT.

Based on the analysis of foreign legislation, the main sources of sport funding include: the state budget, regional and local authorities grants; transfers from various public funds, membership fees, company's business or sports marketing (advertising-sponsorship and licensing activities, the sale of the rights to broadcast the competition); contributions from lotteries and others (Research Bulletin (16) 2004).

Athlete protection policy

Creating athlete protection legal base is one of the most important directions of the state policy in sports.

The state strategy of sports development in Russia appreciates the necessity of a social security system for coaches and other employees in sports. It is important to mention that the nature of employment of athletes and other sports specialists is associated with high level of injuries, reduced work experience, high level of psychological stress. Other issues related to the athlete protection policy include: the lack of professional retraining, inadequate medical care of elite level athletes after the end of career, incomprehensible pension system.

In order to develop the necessary solutions to build an effective athlete protection policy becomes important to explore the foreign experience in this area.

Athlete protection policies in the leading sports countries have been developed for a long-time, based on government programmes to support athletes, funding sources include both the state budget and special funding.

In the 360° Academy we are planning to provide basic legal support to our athletes and enlighten the authorities and society on the importance of the adequate social protection policy in general. Nevertheless considering the scope and the importance of the athletes social protection issue in our country we are convinced that it is a subject of detailed individual research outside the current project.

§5. Conclusion for the Chapter 1

In Chapter 1 we reviewed the basic system of athlete's preparation process, analysed the functioning of international sports institutions, which focus on the comprehensive athlete development, in other words, peaked up the best practices, that are based on different types of well-known classification systems implemented in different countries. We studied the sports marketing and educational services in Russia, as well as studied demand and identified key opportunities for improvement.

During the analysis we came to the conclusion that none of the models can be fully passed on to Russian realities. In a further study, in Chapter 2 we will describe the basic principles we have developed in the course of the study, the standard model of educational sport organisation representing a comprehensive approach to training for the purpose of comprehensive development and social adaptation of the athlete. The model that we will present is based on "GLocal" principle – world-wide best practices combined with Russian and USSR traditions, peculiarities and realities.

We offer to establish a new education model for Russian athletes, which is to be based on a principle of balanced and harmonious development of every athlete providing high quality academic education and sports training at the same time.

The education process will consist of studying general school subjects, combined with the development of communication and organizing skills, and knowledge of foreign languages to ensure that every student possesses all the necessary requirements to become a successful professional in the future.

Since professional sports training, which usually combine a lot of different aspects, takes most of the athlete's time, it is important to provide alternative methods of education for athletes in addition to the training sessions (for example online courses, virtual classes).

In order to reduce time and transportation costs as long as provide the most efficient education possible, school classes and sports trainings will be held at one place (the 360° Academy campus where students will also live).

To understand which principles are the most important to take into consideration to create the 360° Academy model, we have conducted two surveys: for young athlete's parents and professional athletes in Russia.

According to the survey, the majority of parents (96%) would like their child to have an opportunity to get their education and to do sports in one place. Thus, the quality of the education must remain at a high level. At the same time professional athletes note the lack of time and opportunities to get good education throughout their sports careers (among the skills that they would like to improve: communication skills (especially interview skills) - 20%, knowledge of foreign languages - 75%, organizing skills - 36%, psychological preparation and introspection 42%), and the opportunity to try different sports - 87%⁵.

After considering the international and local experience of different sports schools, sociological surveys and interviews, we developed the following education model for athletes.

Age

The 360° Academy students will be divided into three main age groups:

- Preschool (from 5 to 10 years old);
- Senior school (from 11 to 15 years old);
- High school (from 16 to 20 years old).

⁵ <https://ru.surveymonkey.com/r/22HJNJS>
<https://ru.surveymonkey.com/r/D53KS37>

For preschool students learning process in the 360° Academy will be organized as a system of additional education that will give them the opportunity to engage in different sports, attend general training classes and develop communication skills.

That period of studying in the 360° Academy should help to prepare preschool students for the next education step and receive comprehensive training for the future development in the world of sports. These lessons will also help to identify the key skills and potential of every child to determine his/her possible ways for professional development.

Senior and high school will take place in the 360° Academy campus which will combine infrastructure for sports training as well as academic classes. It is expected that students will spend the most of their time in the 360° Academy. The approximate everyday schedule will include trainings twice a day, academic classes, combined with meal breaks and free time.

Sports

Sports that are chosen to be the basis of sports education in the 360° Academy will be divided into two categories: major sports and "additional" sports.

To select major sports we have analysed international experience, success of Russian athletes, importance of different sports in Russia (Nikitin, 1998), percentage of people involved and number of sports facilities (Federal statistical observation (5-FC) 2014), as well as the most popular Russian athletes in 2014 (Rating the most popular Russian athletes 2015).

- The main sports are to be figure skating, ice hockey and tennis.

The choice of ice hockey and figure skating is justified by the fact that these are national prioritised sports in Russia, which are also, according to the Olympic Broadcasting Service, very popular among fans and spectators, and at the same time have high popularity in the world (Europe, North America, Asia (Japan, China - figure skating)).

In addition, our country has well-developed infrastructure and professional personnel for the development of those sports.

We also decided to include tennis as one of the major sports for two reasons. Primarily, appeared in our country in late 1990s tennis became the symbol of "modern" Russia. Surveys shows that a lot of parents are willing to enroll their child in tennis because of its world's popularity and commercial attractiveness (Rating of the most lucrative sports in the world 2015). And as a positive economical effect it can bring additional income for the 360° Academy (for example, from advertising contracts of a future champion).

- "Additional" sports are to be swimming, gymnastics and track-and-field.

These sports disciplines will be the part of athlete's preparation for their future career in the major sports described above. It is assumed that in the process of learning, the skills given by

swimming, gymnastics and track-and-field will help the students to become better athletes in ice hockey, figure skating and tennis. In addition swimming and gymnastics classes will be part of the general physical training, mandatory for all students.

It is important to note that the "additional" sports can be also considered as independent ones: if the student has successfully developed in one of them, and would like to become a professional in this very sport, the 360° Academy will build an individual training programme for him/her.

Within the Academy students will have the opportunity to try themselves in different sports and move from one sport to another.

The emphasis on the development of ice hockey and figure skating as the major sports embodies "GLocal" principle - we work with exactly those kinds of sports that are most relevant for Russia but are popular in many other countries. At the same time the 360° Academy is not focused solely on those disciplines and is ready to work with a variety of sports, depending on how the athlete behaves.

Special education opportunities

In order to ensure the professional growth of students in the future, we offer them a special professional degree. Thus, after graduating from the 360° Academy, every student will have a choice to continue his/her education or start professional career not as an athlete but still in the field of sports.

Education programmes:

- sports coach,
- sports referee,
- sports paramedic,
- massage therapist,
- psychologist,
- medical instructor and adaptive physical education;
- event manager,
- venue manager,
- sports advertising manager,
- sports logistics manager,
- sports agent,
- sport journalist

- team serviceman⁶.

So, after graduating from the 360° Academy, the athlete, regardless of their success in the world of sports, can become a professional in a new role.

Leadership Development Programme

The programme focuses on the development of student's skills so that they are pro-active within the community, and have their own point of view. Through a comprehensive programme of leadership, students will learn about the important values of the 360° Academy, such as responsibility, discipline, respect, loyalty and teamwork. They will also learn about the importance of cooperation and multiculturalism, which will help them to use the skills they have in cross-cultural context. The programme also focuses on the development of character and leadership qualities of every person.

Leadership Development Programme fosters understanding of global issues, social responsibility, and issues related to the world of sport, such as the interaction of sport and business processes, sports and media, major sporting events, sports federations.

Sport selection and talent identification programme

Development of sport selection models and efficient talent identification programmes are among the most important problems in modern sport and the establishment of such models and programmes is based on modern trends in sports science. The leading sport countries are developing such concepts in order to increase the efficiency of sport system on the national level.

An effective sport selection realized in the 360° Academy will bring:

- optimization of financial expenses for the long-term athlete's training that could not be capable to achieve high results in sport;
- taking care of the athletes: saving time for the athletes that aren't able to achieve high results in the chosen sport and saving interest for physical activity in general;
- counting and saving the coach's time and effort;
- maintaining quality flow of athletes for the national teams.

It should be clear that the model characteristics of elite athletes are, in fact, only benchmarks for comparison with athlete's results in various age groups. Thus, the selection of athletes should not be reduced to the process of comparing them to "ideals", it should be systematic, and both individual athlete's physical qualities and his/her psychological possibilities, environmental impact and other factors should be taken into account.

⁶ (The Order of October 29, 2013 N 1199) Amendments to the list of professions for secondary vocational education allowed under the direction of the letter of the Ministry of Sports and Tourism of the Ministry of Education and Science in the prescribed manner.

Sport selection models

Traditional schemes of sports selection can be divided into 4 stages (Bailey & Morley 2006):

- 1) Primary children selection in the group of initial training;
- 2) After completing the first stage young athletes are selected for training by the specializations (eg in athletics - for certain types);
- 3) The next step for the athletes is to be selected in-depth specialization in the chosen discipline;
- 4) Selected athletes qualify for the national team.

The current system of selection, based on scientific research consists of three stages:

- 1) Initial screening for sports. Purpose of this stage - to determine the level of motor skills, morphological and functional characteristics, tendency to various injuries and diseases;
- 2) Selection for the group of sports disciplines. Purpose - selection of talented athletes for certain groups of sports disciplines on the basis of identified skills, based on the results of specialized tests;
- 3) Specialized selection. Purpose - determination of specific talents to the chosen sport. The main direction is to search for athletes who can successfully represent the country in major competitions.

Traditional selection scheme has several drawbacks, including lack of medical examinations at all stages of selection, a large percentage of the loss of talented athletes at the stage of selecting the sports discipline, a large percentage of injuries due to premature specialization athletes. As a conclusion, higher results can be achieved only on the higher stages of athlete's preparation.

In recent years, along with the improvement of training methods, the development of effective selection models and other aspects of athletes preparation at various levels has become such concept as a "physical literacy", exciting sports professionals and experts in the field of education (Hastle & Walhead 2015).

Physical literacy is a fundamental and valuable human capacity that is focused on the development of the human individual skills of motivation, self-confidence, physical competence and understanding the role of targeted physical training as an integral part of modern life.

The concept of physical literacy developed over the years. This concept is positioned, as many as the purpose of school sports education. Physical literacy is not limited to school years - is the ratio of the entire life cycle. In accordance with the existing concept of shared 6 periods of the development of physical literacy: infancy, childhood, adolescence, during adolescence (adolescence to adulthood), adult during the period of human aging.

In the 360° Academy the concept of physical literacy can become a source of rethinking the ways of the physical development of children and, consequently, became the basis for the development of new curricula.

The socio-cultural aspect

For the harmonious development of students within the 360° Academy, the curriculum will also include a variety of social and cultural events, including music lessons, dance and ballet, hiking art exhibitions and theatre visits, volunteering at sporting events. Features of development trends will directly depend on a chosen specialty (for example, students who have chosen sports events management programme will be more involved in volunteering activities, and organisation of local tournaments and competitions).

Working with parents

To ensure effective training and development of the students, special work with parents will take its own place in the education system of the 360° Academy. The aim of this programme is to settle cooperation between the students and their parents through the teachers, trainers and psychologists of the 360° Academy, so that parents know how to support their children in the right way, but not to interfere with the training and educational process.

Work with parents would be organized within the individual and group forms:

- parent meetings;
- regular invitation of parents to school (open days, sports competitions, concerts etc.);
- individual consultations with teachers and trainers;
- regular correspondence;
- thematic meetings, etc.

The main feature of the 360° Academy is the unity of the following key elements:

- balance of sports education and training;
- balanced studying schedule depending on age - harmonious physical, mental and psychological development of the child's body;
 - sense of the sport based on the physical and psychological qualities, selection;
 - the opportunity to move from one sport to another without additional restrictions and obstacles;
- basic preparation in applied sports specialty (sports agent, coach, referee, sports manager, etc.);
- the opportunity of self-realisation in a professional environment at the end of the sports career thanks to the skills and knowledge in applied specialty;
 - optimization of costs (time and money);
 - attracting sponsors for athletes;

- acting as a sports agent;
- social and legal protection of the athletes;
- developed cultural component of the programme;
- the ability to communicate outside the usual social circle;
- support initiatives and the development of personal qualities such as responsibility, commitment, leadership.

§1. Management

Mission

We create Russian athletes' positive image, inspired for continuous training and overall development, making our contribution into global society condition development.

Vision

In the 360° Academy we see and perceive dynamic and changing world. We learn “from” and we learn “for”. We analyse the best practices and create an efficient academy, oriented to athlete preparation development – model for administration, which can be applied all over the country after its probation as a structural balanced model for overall sportsmen preparation in different types of sport.

Strategy

To unite Russian and international traditions for training and sport preparation and arrange them into powerful complex education model, keeping national identity and originality. Offer and implement innovative academic programmes into Academy 360°, containing learning programme considering Russian identity in global context – its history, culture, connecting with sport preparation and special skill development.

Long-term goals of the 360° Academy

- Contribute to the development of the complex educational services market in Russia, including academy and sport training and personal development.
- Prepare Russian athlete-champions of “New generation” strong in spirit, body and mind: teach them to learn such qualities as responsibility, leadership and determination.
- Prove effectiveness and contribute the valuable experience with the aim of establishment of network of Academies.
- Attract sportsmen and specialists from neighbouring countries (Belarus, Moldova, Armenia, etc.).
- Contribute in integration of adaptive complex system 360° in existing models of athlete preparation in quickly developing countries (BRICS).

Client groups

Interested parties are all the people and groups (client groups), showing interest to the Academy. During our work with interested parties, we follow main principles of administration and offer to divide audience of sport academy into key client groups:

- Students – present client group purpose - educational services receipt of high quality combining with effective sport preparation;
- Student parents – sport-educational and extra services to children admission, including individual work with parents;
- Academy personnel: administrative, operational and professional;
- Investors and partners – company image improvement, investing into the present project, advertisement; marketing and communication cooperation, extra finance receipt;
- Mass media;
- Local and international sport federations (sport types, which taught in the academy);
- Governmental authorities (including Educational ministry and Sport ministry) – support provision from government for academy establishment, educational legal institution status receipt, compliance to educational standards (obligatory educational programme contenting).

Effectiveness estimation/ motivation system

Academy effective work estimation is performed in accordance with the following criteria:

- Training and education activity control: average student scores, control and final paper results, Academy student achievements in quizzes and academic competitions in different subjects, student success after Academy graduation (educational possibilities, employment quality, salary rates);
- Sporting educational activity control: continuous checking and control classes, indexes change monitoring, student activeness result in different competitions, Academy student participation results in competitions of different levels.
- Mass media monitoring: citation index, media favourability index, Academy management attraction into branch forums and conferences, presentation indexes.

§2. Marketing strategy, sponsorship and advertisement of organisation

For sport organisation to work properly it takes to consider perception it created for customers mind and client groups. Organisation success is connected with the importance it brings to the customers. First of all everybody should know the company, secondly people should react to it in a certain way. Such reaction on creation is achieved through positioning and branding.

Sport marketing model consists of four stages (Russel 2013):

- Sport marketing possibilities determination;

- Sport marketing strategy development;
- Complex marketing planning;
- Strategy realisation and control (as soon as we realize the stage of planning, the present stage isn't considered).

Stage 1. Sport marketing possibilities determination

The most important issue for this stage is information selection and research realisation before taking actions. First of all, we need to determine possibilities we have on the market, competitors available on the market and what they do, learn customer demands, appoint target audience and its key demands.

Exterior and interior environment analysis:

1. SWOT-analysis. Appendix 6 contains information upon detailed SWOT-analysis where you can find all Academy Strengths and Weaknesses, also important Opportunities and

2. Threatens, which were defined during project organisation. Comparing Strengths and Weaknesses, also Opportunities and Threatens, we specified the key strategies.

Marketing long-term tasks based on the SWOT-analysis:

- Create national academy brand for preparation highly qualified well-grown sportsmen;
- Create Russian sportsman positive image;
- Extend sportsman geography to ex-Soviet Republic countries;
- Sport agent role execution;
- Create "Olympic games" for children and young people for mass sport support in the country;
- Use ideas of academy contribution into country heritage in mass communication;
- Use differential approach to customers: sporting talent sponsorship and other student admission on a paying basis.
- Use marketing methods for national brand creation;
- Use ideas of academy contribution into country heritage in mass communication;
- Big private investor attraction;
- Receive governmental support while investor attracting and project realisation;
- Amendments into legislation for: a) enabling law for tax preferences provision submission to the organisations, developing sport in Russia; b) register list of sport professions; c) objective factors legitimization for sportsmen selection.

Competitor analysis:

For analysis we divide competitors into 3 big groups:

- Direct competitors, who produce analogous goods or services (sport schools and sport academy, e.g. Sambo 70, college for Olympic reserve);

- Second-rate, which produce substitute product, satisfying customer needs but in other way (private educational schools, e.g. Lomonosov school);

- Indirect competitor, selling distinct goods and services, able to satisfy customer needs (sections and interest groups for children and adults). Thorough competitor analysis is provided in Appendix 9.

- Schools which are determined as direct competitors are basis for highest achievements sport organisation in Russia, have top coach team, strong material-technical base and methodology for sportsmen preparation, governmental financing. Nevertheless in our opinion they have some disadvantages. Firstly they have all the disadvantages of the sportsmen preparation system, described in this project, including difficulty sportsmen receive adequate education, socialization, profession for career motion after sport career completion. Besides such education is available for minority. Lots of children can't learn there for the reason failure to pass selection, and physical characteristics - overloads, coach pressure, etc. The 360° Academy solves these problems with its philosophy and ideas every man is special and can show his talents, the most important thing is to give such opportunity.

Private schools were determined into category of second-rate competitors, because they don't prepare sportsmen. Nevertheless they satisfy the same demand in harmonious personality development (non-sportsman). Educational system usually combines sport, music, theatre, etc.

Their students show high results in sports, but they never claim for sport higher achievements.

Service prices are rather high. Costs for children training in Lomonosov school counts from 600 thousand to 1 million 200 thousand rubbles per year. This net cost doesn't include individual classes with teachers and transport services. We can judge about high level of demand for private training services on the base of wait list for recording into Lomonosov school and the most severe admission tests.

As indirect competitors we consider sport group sections which provide good and professional training for sportsmen quite frequently. We consider one of main minuses is a rather high cost, especially in Moscow and Saint-Petersburg. Upon expert estimation and interview data with some sportsmen parents, classes cost with professional trainer in group and coach individually in sections of figure skating and tennis is from 500 thousand to 1 million rubbles per year. Moreover if children are attending additional classes (e.g. English lessons, art, music, dance) it costs starting from 45 per class, depending on the class and its frequency.

Company analysis:

The next component of the current stage includes target understanding, intentions and challenge of sport company and demands of interested people. First three parameters can be determined

with the help of mission, perspective and guidelines sport company precise formulation. We have arranged thorough company description in article “Management” (p.21).

Market and customer analysis:

Final step in first stage is market and customer research. This process of information selection and analysis shows customer wishes and expectations and specification for demand satisfaction.

The system of additional education in the field of physical culture and sports engages 3.142.000 people, representing just over 2% of the population. The cost of maintenance of sport schools in the last year increased by 13,7% and amounted to 78 billion 634 million 191,6 thousand rubbles.

Based on statistical data (Education in Russia in figures: 2014 Data book, issued by National Research University Higher school of economics; official data book of Ministry of sport of Russian Federation) we have the following significant information:

- Total number of education institution in Russia is 44.436;
- Public schools percentage - 98% of total number;
- 30% of all the private schools are located in Moscow;
- Moscow and Moscow region are among the region of the Russian Federation with the lowest rates if availability of sports buildings in the year 2013;
- 19% of parents are paying for additional adduction of their children.

Besides as it was above mentioned in project writing, we came to the method of marketing research – enquiry, where we saw demand among parents of young sportsmen to organize similar educational institution, where child can get academic education, together with sport education and sport trainings, also can try extra life spheres such as art (theatre, fine arts, music, etc.).

Goal of the survey: target audience preferences and expectations analyses. Method: opinion poll.

Reference groups:

Group 1. Parents of young athletes (5-12 years old), practicing in sports schools, centres of athletic preparation, paid groups of primary preparation;

Group 2. Competing athletes and those who already finished sport career.

More than 96% of parents of young athletes are interested to combine sports training with the study of foreign languages and improving communication skills in the system of harmonious preparation. As well as 93% of respondents from Group 2- competing and former athletes are interested in balanced all-around development.

At the same time 87% of respondents from the category B (competing and former athletes) would like to believe that they would be useful to try in another sport. Category A and over 86% of respondents believe that their child would be interesting to try several sports (in one institution).

Stage 2. Sport marketing strategy development

Having completed marketing objectives and performance indicators definition, it is possible to move to the second part of stage 2 - sport marketing current strategy creation. The process involves four steps. Steps 1 and 2 are associated with market segmentation, step 3 market positioning strategy choice, step 4 provides marketing package specification.

Market segmentation process involves 2 steps.

At first using market research results it is necessary to divide it into subgroups basing on common factors: demographic, socioeconomic, lifestyle (psychographic), geographical, product behaviour, product benefits.

Criteria Indicator

Gender: Men and women. In the general category women shall make choice and men shall make decisions.

Age: Kids and teenagers from 5 up to 20 years old, without their own income, may influence the decision but don't make independent decision on buying the goods or services.

Adults:

25-44 years old: economically active population, able to make independent decisions on goods purchasing. In majority family people with definite income level and social class. Their buying pattern is influenced by kids.

45-64 years old: economically active population, able to make independent decisions on goods purchasing. Their social level and income are fully definite. Children of this group are grown-up and don't influence their buying pattern. This group behaviour is impacted by personal interests and goals, which were not possible to obtain at early age.

The next step after market segmentation is the choice of market positioning strategy for selected segment. Market positioning reflects the image that the company would like to create for customers: the desired brand and product perception compared with competitors.

Brand creation will be one of the key objectives of the school marketing strategy. The brand shall be active, dynamic, sporty, to have childish enthusiasm and strength of the championship, reflect Russian culture properly.

Stage 3. Marketing package planning.

- Product - provision of educational, sport and training services, food services, accommodation and other services for students. Additional fitness club services and SPA for parents.

- Price – analogical to Lomonosov school – average 1 million rubbles per year + 30% campus accommodation. Totally 1 million 300 thousand rubbles/year (approx. 21 thousands \$/year). We expect the following structure of the:

- 60% - Private contracts;

- 30% - Education of talented sportsmen, paid by sponsors;
- 10% - Fund for the education of high-talented selected students.

- Positioning – green area of Moscow.

- Promotion – brand creation, press services, interaction with mass media, positive image creation of top athlete for the Academy presentation worldwide.

- Income level – customers with high and middle income level.

- Family life cycle – families with kids.

- Presence, age and number of kids – one or more kids from 4 up to 20 years old.

- Nationality and race: Russians and ex-Soviet Republic (CIS) countries population.

- Occupation – business owners, assigned business managers, middle-level managers.

- Education – higher education and specialized secondary education.

- Life style – active people living and leading healthy life style, intellectual, non-manual workers.

● Sponsorship – the issues of sponsorship regulation have special importance in the current economic conditions. The sponsorship contributions take the lion's share of the budget of sports organisations and competitions, but in Russia this kind of income for has minimum weight sport organisations. However, there is a trend for mass sport development, which exists mainly on condition of sponsor contributions. At the same time, if the company takes solution to support the sport in any form, whether it's a sports team, league, event or contest, in our opinion it should be supported by the government in terms of taxes, benefits and other preferences. It's necessary to note that a huge number of sporting events and organisations might not be financed from the state budget, and sponsorship engagement is almost the main mode of several non-profit sports organisations existence.

Sponsorship will be organized on the basis of young "Olympic" games created under the auspices of the school. As a basis for pool of sponsors creation will be the structure of the sponsors of major international organisations, the IOC and FIFA, and we will offer to do the same pool of sponsors, but at the national level:

- Oil-and-gas corporation (e.g. Rosneft or Gazprom);
- Russian state corporation with similar values (Rosatom);
- Russian payment system (e.g. Sbercart or Golden Crown);
- Russian outfit (e.g. Forward);
- R-sport, RIA News (Informational sponsor);
- Future national fast food network (Edimdoma);
- Official supplier of natural and healthy food for sportsmen (e.g. Vkusvill);
- Alcohol-free drinks, Russian brand promoting healthy lifestyle (Shishkin les);

- Russian automobile industry (LADA or AUTOVAZ);
- Services – additional services of fitness club and SPA for parents.

§3. Communications and event management

One of the main conditions for successful operation of any sport organisation is to create a positive image about itself and its activities in the people's minds including its employees, athletes and media (Debor 1999).

As in any other industry, the sport also requires the PR experts to pay special attention to co-operation with the media. And it is quite obvious, because the more references to the sport or sports organisation the company has, the greater popularity and publicity it gets.

Therefore, the promotion of the 360° Academy should engage professionals with experience in the field of PR and Communications.

The main task of specialists in PR and Communications will be divided into three major groups:

- regular and systematic work with the media (external communications, interviews, comments, activities, etc.);
- formation and retention of a positive public opinion about the Academy and its athletes, special events held by the Academy;
- creation of a long-term and trusting relationship between the athletes' parents and relatives, staff of the Academy, and the fans.

The key and the most inexpensive instrument to implement the communication strategy will be the work with internet resources: such as corporate webpage, intranet page and channels in social media.

The essential role while promoting the sport activities is to organize special events (Beach & Chadwick 2008). We mainly focus on organizing special events as a basic tool for the effective implementation of the communication strategy.

The main advantage of special events is that they attract a lot of attention and a significant number of spectators, some of whom are potential students of the Academy, their parents and sponsors. Thus, as a part of the communication strategy of the 360° Academy, special events will provide the greatest public feedback and on the first stages of PR-promotion they will be the most successful promotional channel.

We identify the examples of the potential special events of the 360° Academy as follows:

- the demonstration of games / trainings with well-known athletes;
- press tours for journalists and bloggers in the framework of the "open days";

- various charity events, involving national teams' representatives, orphans, pensioners, people with disabilities;
- quarterly open and free of charge workshops with Academy coaches.

In order to attract the attention of key client groups it is important to take into account the need to create and maintain own electronic resources and information occasions, as well as to provide advertising and PR-support of the Academy's significant events.

§4. Financial aspects

Funding is one of the most acute problems in sports. The KHL President Dmitry Chernishenko believes that in order to avoid underfunding, professional sport funding model in Russia needs to be changed (R-Sport 2015).

From our point of view, a sport organisation may and even must be profitable and be able to pay for itself. Our goal is to create such a model, which could serve society, develop Russian sport and at the same time cause no damage to the federal budget becoming a complete market participant and investing in the national GDP.

The proposed financial model of the start-up project should be the following:

At the initial stage we will need to be supported by the government in form of state guarantees and assignment of a land plot for Academy building. The tender board will choose a major developer with good reputation and vast experience in building sport and educational institutions to build and maintain the Academy who will be the investor of the project. The developer will be granted construction sites for building of campus and the 360° Academy under the terms of public-private partnership, including at the first stage (Resolution of the Russian Federation Government (30) 2015): sports facilities; educational facilities; a campus to house students; open area gentrification.

At the second stage: hotel facilities; a fitness-club and a SPA-salon; a restaurant.

To estimate the project costs we used the comparison method. According to our estimation resulting from similar project⁵ implementation analysis, the cost of building, equipment and commissioning of the 360° Academy total cost 10 billion roubles (approx. 200 mln \$).

The 360° Academy maintenance (steady flow) total sum 100 million roubles (approx. 2 mln \$) per year.

It is anticipated that variable costs will amount to 200 thousand roubles (approx.. 4 thousands \$) per student per year.

⁵ According to data published on the fscate.ru sports palace "Amber" has cost the developer and major investors of the company "XXI Century City" at 4 billion rubles (approx.. 80 mln. \$). The cost of the project for the construction and maintenance of the Academy of 360 assessed on the basis of expert opinion.

Academy building project development and endorsement will take from 6 months to 1 year. The construction will take 2 years. Thus it is expected that the project could be fully commissioned in three years and recruitment of staff would start including teachers, trainers, administrative and maintenance workers. Also there will be a campaign to attract young sportsmen.

Appendix 4 includes financial indicators reflecting expenditure and income sides of the project concerning the educational process only. Thus for the Academy activities financial analysis we used the income and expenditure forecast method, to make it simpler, regardless of cash flow discounting having made the following assumptions:

- student admission cannot be carried out at 100% during the first year of the Academy functioning;
- during the first studying year there will be 200 students in the Academy, by the second year their number will rise up to 350, by third year there will be 500 students;
- in four years the Academy will start working in full mode and the number of students will reach 650.

To estimate the tuition fee we also used the comparison method. We believe that in terms of quality of services rendered and the concept of Lomonosov private school brings the most similarity to the Academy, and the tuition fee ranges between 600 thousand and 1 million 200 thousand roubles (approx. 12 to 23 thousands \$) per year. Thus the annual tuition fee in the Academy is set to 1 million 300 thousand roubles (approx. 24 thousands \$). The Academy tuition fee exceeds Lomonosov School because of the 24-hour student accommodation on the Academy territory. Moreover, our advantage over the Lomonosov School will consist in the absence of additional fees for complementary education services and athletic preparation. The curriculum will be organized so that all the time spent by students on the campus territory will be planned in accordance to the age, including education programme, athletic preparation and also individual peculiarities and abilities of students.

Based on the represented data we have estimated the break-even point regarding age of investment over 20 years (Note. Appendix 4), according to which the minimum student quantity should amount to 525.

CONCLUSION: RECOMMENDATIONS AND REALISATION

In this project we analysed the characteristics and the basic principles as well as approaches to the athlete's preparation in different countries. Investigated the results of rankings and ratings of "sport efficiency", prepared and ran sociological research.

We identified that currently in Russia there is no effective model of sports educational institution, embodying a complex approach for the development of well-balance harmonious athlete.

We considered the experience of the key players in the domestic market, the analysis of supply and demand, determined problem areas and opportunities for improvement in the existing system of sports and educational services in Russia.

During the research, we concluded that:

- the system of additional education in the field of physical culture and sports engages 3.142.000 people, representing just over 2% of the population.
- the cost of maintenance of sport schools in the last year increased by 13.7% and amounted to more than 78,5 billion roubles;
- the model of sport training of children and youth combined with the development of personal potential on the basis of secondary professional sport educational institution allows to:
 - effectively lead and develop talents;
 - realize full potential in sport;
 - develop necessary skills for the further professional development after the end of sport career;
 - attract individual sponsors and partners for athletes including those who have finished their career;
 - provide legal support;
 - optimize costs (time and money).
- The project is of national importance - as the system of all-around development of an athlete will create positive image of Russian athletes, inspired for continuous training and overall development, making contribution into global society condition development and increase the level of living.

As the result we proposed complex model based on national experience and international best practice, taking into account the peculiarities of the country.

The proposed 360° Academy complex model takes into account the actual needs and the current market conditions. It can be effectively implemented considering the level of development of the issue at the state level:

- Low level of availability of sport facilities, in percent of normal in the proposed regions of presence;
- Presence of six State programmes and Federal target programmes, under which it is possible to apply and receive the grant.

During the 360° Academy case study we developed sample recommendations for educational organisation in Russia combining sport and different type of activities (typical school disciplines, arts, science etc.):

- the combination of sports training, learning of foreign languages and improvement of communication skills will create the system of harmonious preparation;
- within the Academy students need to have opportunity to try themselves in different sports and move from one sport to another, and it will positively influence sport results;
- sport academy will have more chance to become an efficient commercial model while will contain several sports, obligatory including “national” ones, additional or supporting and attractive for investors;
- campus methods of sport education management prove their effectiveness and competitiveness;
- in current market conditions marketing strategy need to rely on local sponsors for events and grants for talented students, and need also to consider the opportunity to attract a title sponsor;
- the most suitable legal status for the proposed kind of organisation combining sports disciplines, training and general educational standards is - Autonomous non-commercial organization of secondary vocational education;
- for the effective financial model realisation break even point is about 525 contracts with annual training cost 1 300 000 Rubles (approx. 21 thousands \$).

The advantage of this model is not only in innovative approach and uniqueness for Russian market but also in adaptability and thus a variety of mechanisms of practical implementation including:

- Complete realisation of the 360° Academy concept (the mechanism is described in the project);
- Adoption at the base of the existing private school;
- Integration into the existing system of sport schools.

The project was presented to potential stakeholders, and received support. In particular, **the possibility of “pilot” project realisation in the framework of group of children in “Sambo-70” sport school in Moscow has been already negotiated.**

We also reached a preliminary agreement with Krasnodar sport institution “Basket-Hall” offering a possibility to trial the model using their infrastructure and facilities.

In this phase of realisation we have offered following tips to the “Basket-Hall”:

- to achieve the best results, the education process concept should consist of balance of trainings and studying general school subjects with an accent given to the learning of foreign languages, combined with the development of communication skills;
- to ensure that every student possesses all the necessary requirements to become a successful professional in the future and to guarantee the balance of sport, science and arts as well as to avoid the bias of one of the aspects of development, we created special “code of conduct”. It does not allow students to move on to the next level of training if they neglect education process and vice-versa.
- in long perspective we propose to integrate one of the major part of the 360° Academy concept - the education of basic sport professions. And as a part of students graduation, they will receive a certificate that will give them an opportunity to realise themselves in one of the professions related to sport (sport event manager, referee, venue manager, sport journalist etc.).

We are planning to prove the competitiveness of the model and the effectiveness of the concept with our “pilot” projects in Moscow and Krasnadar and receive the sponsorship and funding for the complete realisation of the 360° Academy in Sochi Olympic park and in perspective in several Russian regions.

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APPENDIX 1
Features and principles of athletes' education process organisation– international experience

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
School's name	Australian Sports Academy	Millfield School	Potsdam Sports School	Aspire Academy	Beijing's Shishahai Sports School	IMG Academy
Location	Brisbain, Gold Coast	Glastonbury Somerset	Berlin	Doha	Pekin	Bradenton, Florida
School's status	First independent Sports School in Australia	Private School	Public School	Non-profit organisation funded by the state	The school is under the Ministry of Education of China	Private Sports Academy

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
Mission	Keeping a healthy balance between sports training and education: - to offer the best combination of education and training, - searching and development of innovative educational programmes.	Since it's founding in 1935, the school is one of the UK's leading independent schools for boys and girls aged from 2 to 18 years. The school provides an exceptional and comprehensive education that enables each child to try different activities and understand which ones they are good at.	Finding a healthy balance between sports training and education.	"We are working to raise well-educated sports Champions. We educate Qatari society to follow healthy life-style."	The main purpose of the school is to prepare and train athletes so they can achieve the highest level. "We provide intensive training in a comfortable environment. It is the cradle of sports championship dreams.	"Student deserve the opportunity to realize their full potential through a holistic approach of combining education and sport".
Gender	Both	In the UK schools are usually separated for boys and girls. This school works for both boys and girls.	Both	Boys only	Both	Both
Age	From 15 years (after graduating from 10th grade)	From 2 to 18: - Pre-prep (2-7) - Prep School (7-13) - Senior School (13-18)	From 12 to 20	From 12 to 18	- Elementary school (6-13) - Middle school (13-16) - High school (16+)	From 4 to 18

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
Sports	<p>Sports for professional athletes (sport of highest achievements):</p> <ul style="list-style-type: none"> - Soccer - Cricket - Golf - Netball - Rugby - Horse riding - Swimming <p>Additional training in the following disciplines:</p> <ul style="list-style-type: none"> - Basketball - Hockey - Tennis - Volleyball - Sailing 	<p>Boys under 14 usually play team sports such as Rugby or Hockey in autumn, Hockey or Soccer in spring and Cricket or Athletics in summer. After 15 years boys can choose football in autumn and Rugby in spring.</p> <p>At 9th and 10th year girls play Hockey or Netball in autumn and spring, and Athletics, Swimming or Tennis in summer.</p> <p>The youngest students also have the opportunity to choose a specialty from the beginning.</p>	<ul style="list-style-type: none"> - Football (women) - Modern pentathlon - Handball (men) - Canoeing (race) - Judo - Beach volleyball - Athletics - Rowing - Swimming - Swimming (Paralympic) - Triathlon (grade 9) - Volleyball (women) - Water Polo 	<ul style="list-style-type: none"> - Football - Athletics - Table tennis - Squash - Swimming - Shooting - Gymnastics - Fencing - Golf, - Sailing 	<ul style="list-style-type: none"> - Table tennis - Gymnastics - Chess - Martial arts - Badminton - Taekwondo - Sanda - Boxing - Tennis 	<ul style="list-style-type: none"> - Tennis - Golf - Soccer (male and female) - Basketball - American football - Lacrosse - Athletics - Ski racing

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
Aim	Developing students' sportsmanship with a planned career in the field of sports in the future.	Mass sport. However, some graduates of the school have achieved great success. Many internationally well-known athletes received their early education at Millfield.	Developing students' sportsmanship. Students and graduates of the school have already won 68 Olympic gold medals, 130 Olympic medals in total and numerous national and international titles.	Developing students' sportsmanship	Sport of highest achievements.	Developing students' sportsmanship
Selection	Selection is based on students' skills and achievements in a particular sport, as well as future professional plans and capabilities of the athlete.	General approach is applied. It is believed that education has an impact on the holistic formation of the human person, and every student has the opportunity to achieve something worthwhile. The main purpose of the sports programme is the identification and development of skills in each student as it provides overall development.	On the basis of talent in a particular sport. Selecting the best applicants possessing the distinct potential to one of the sports. From November to February first year students take sports-related, psychological and medical tests.	Multi-stage selection system	Accept only healthy children who have a tendency to sports activities and desire to train. Main selection phase is implemented in the learning process.	Selection is not carried out.

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
Infrastructure	All sports facilities are located on the basis of the Sports Super Centre.	All sports facilities are located in school campus along with accommodations to stay.	All sports facilities are close to each other, as well as from school and student accommodation.	Located within one sports complex.	Sports facilities are close to the accommodation.	The Academy has a vast territory, with everything needed for training and competitions in various sports.
Education system	Two year full-time study combining exercise, training and education.	Different sports activities take place every day and it is expected that each student will attend them at least three times a week.	The daily schedule is structured as follows: <ul style="list-style-type: none"> - Wake-up - Breakfast - Two hours of training - Academic lessons until 15:00 with a break for lunch - Training - Homework - Sleep time 	Daily studying combining with trainings to prepare students for the next education stage – studying at the University.	The General education programme is integrated into the training process. First semester: 1 September – mid January; Second semester: February – mid July Educational programme: 4 lessons in the morning (8:00 – 12:00) + 2 the lessons in the evening. Training programme: 14:00-17:00. Students showing sports scores receive additional training volume in the morning hours and do not interrupt the training process for the holidays.	Daily studying combining with sports trainings

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
Payment	Paid basis	Private school on a commercial basis. Annually awarded academic, artistic, musical and athletic scholarships. Scholarships are also available for candidates who demonstrate academic success significantly above average level in conjunction with abilities in other areas such as music, art, sports or performing arts.	For free	For free	The government funds the most promising athletes. Additional hours of training are available for an additional fee.	Paid basis
Cost	15 thousand Australian dollars a year.	15 thousand pounds a year.	For free	For free	Approximately 30,000 yuan per year.	More than 70 thousands dollars per year.
Sponsors, partners	Sponsors are not obvious from information provided on the official Internet website.	Sponsors are not obvious from information provided on the official Internet website.	The Ministry of education and science, youth and sports; Public education administration in Brandenburg.	The Academy is organized by the government of Qatar, it is also supported by various national sports federations.	Sponsors are not obvious from information provided on the official Internet website.	The Academy works with a lot of sponsors. As a recognized leader with a strong brand, it attracts a large number of sponsors of various levels.

Criteria	Australia	Great Britain	Germany	Qatar	China	USA
Value added services	<p>The education is conducted in the following areas:</p> <ul style="list-style-type: none"> - sports (for a career as a professional athlete) - fitness sports coaching (24 sports) - sports management - water sports <p>In addition, the Academy also organizes Vocational Education and Training courses in schools.</p>	<p>Exceptional academic background, additional courses and classes such as music, art, choreography, design, sculpture, photography, fashion, architecture, design, food industry, painting, theatre Studio, help in choosing a career, spiritual and personal development, charity work, socialization, etc.</p>	<p>The education is conducted in the following areas:</p> <ul style="list-style-type: none"> - German language - foreign languages - sport - mathematics - physics - history - psychology - geography - chemistry, biology - Informatics - economy technology - art music - performing arts - ethics and religion - Media and communication 	<p>The Academy operates a fitness centre that provides services for children and adults on the basis of the subscription purchase.</p>		<ul style="list-style-type: none"> - Summer training camps for children and adults at the Academy; - preparing students for examinations for admission to colleges and universities; - a fitness programme for adults; - accommodation at the Academy.

APPENDIX 2

SWOT-analysis

Strengths: <ul style="list-style-type: none">● The unique methodology of the harmonious development of the athletes● Balanced sport and educational training● Availability to get sports specialties● Strong selection programme● The opportunity of informed choice of the sport and the transition from one sport to another● Costs optimization (time and money)● Comfortable conditions for the studying and training	Weaknesses: <ul style="list-style-type: none">● The high cost of the project● Unknown name, new brand● Impossible to attract the highest category of trainers from the very beginning● Impossible to attract top athletes from the very beginning
Opportunities: <ul style="list-style-type: none">● Government policy aimed to create national brands● Government policy aimed to create positive image of the country in the Globe● Need to create positive image of the Russian athlete● Expansion and attraction of foreign athletes and attraction foreign capital as a result● Demand for social and legal protection of the athletes in the country● Popularization of sports in the country● Demand for quality education and harmonious education in the country	Threats: <ul style="list-style-type: none">● Lack of audit/evaluation of the effectiveness of the existing system (the "correct" model should be built as following cycle: Strategy/Task => Implementation => Audit/Evaluation => Correction => Strategy and so on)● Crossing of the interests, influence and responsibility areas: Ministry of Sports and the Ministry of Education● The absence of organized, flexible and adaptive mechanisms of selection (when the best could be not chosen as well as unnecessary could be thrown away)● Lack of legislation● Lack of tax incentives for companies that support and develop sport

APPENDIX 3

Competitor Analysis

Aspect	<u>Direct competitor</u> Sambo - 70	<u>Direct competitor</u> Moscow and St. Petersburg Olympic Reserve Schools	<u>Secondary competitor</u> Lomonosov School	<u>Indirect competitors</u> Sports sections for children
Geographic scope	Moscow South-West District, with branches in the regions of the Russian Federation.	Moscow, Moscow region, Saint Petersburg.	Moscow and Moscow Region.	All over Russia.
Vision and intentions	One of the largest sports associations in Russia, which is responsible for the development of physical culture and sports for the whole administrative districts.	Training of qualified specialists in "Physical culture" specialty with assignment qualification "Teacher of Physical Culture and Sport" training of the national sportsmen for Olympic teams reserve of Russia.	Market leader in private education services. The concept of harmonious development of the individuals is implemented in the closest way, but there is no development and production of sports athletes. It is general-education school.	The main aim is to develop the skills and talents in one particular sport.
Share and market position	22 sports, 11 offices, more than 16 000 young athletes.	Minor player.	Voted the best private school in Moscow.	Big part of the additional education.
Strategy	Mergers and acquisitions of other schools as branches Sambo-70.	To support the athletes in elite sports.	To use the principles of mental, physical and psychological development, a systematic approach to health and esthetical development of the individual.	To increase number of students for the development of a particular sports.

Aspect	<u>Direct competitor</u> Sambo - 70	<u>Direct competitor</u> Moscow and St. Petersburg Olympic Reserve Schools	<u>Secondary competitor</u> Lomonosov School	<u>Indirect competitors</u> Sports sections for children
Resources	Most of buildings and equipment are owned by Sambo-70.	Government support of Moscow region.	All buildings and school premises are owned by School, the cost of training from 600,000 to 1,200,000 rubles a year, for the stay at school from Monday to Friday from 8 am to 7 pm.	Private low cost market research showed that private section of figure skating and tennis cost s parents from 9.000 USD to 18 USD rubles per year.
Target Market	Children and adolescents from 6 to 18.	Athletes of elite sport, promising athletes.	Educational services are designed for children from 2 to 17 years. The target audience - parents of the middle class and higher.	Mass sport and partially elite sport.
Marketing approach	Mass sports and elite sport.	Sports, Vocational education.	<ul style="list-style-type: none"> ● Cost of basic education by 11.000 to 22.000 USD per year, stay in school from Monday to Friday from 8 to 19; ● Additional costs (e.g. tutors and coaches, delivery of children to and from school); ● Participation of teachers and school coaches as experts on leading TV channels and radio stations; ● Cooperation with print media; ● News site and the service to work with the parents. 	Promotion of services in their location.

APPENDIX 4

Financial Indexes

Table 1 - Start-up expenses

	Expenses	Cost evaluation (mln \$)
1	Cost of organizing physical space (Training facilities, construction of the workplace, business, organisation of space to work with clients and so on)	109,10
1.1	Land (ownership or long-term lease)	0
1.2	Premises for the educational process	16,36
1.3	Sports facilities	38,19
1.4	Construction of facilities for the organisation of boarding	21,82
1.5	Hotel complex for visitors	20
1.6	Centre to provide services to visitors - fitness, beauty salon, restaurant, shop	12,73
2	Purchase of equipment, installation and configuration	72,73
2.1	Equipment of classes	9,82
2.2	Equipping sport facilities	22,91
2.3	Rooms in boarding facilities	13,09
2.4	Hotel equipment	12
2.5	Restaurant Equipment	7,27
2.6	Facilities beauty salon and fitness centre for visitors	7,64
3	Start-up costs	181,83
4	Reserve for unforeseen expenses is 10% of all start-upcosts.	18,17
5	Estimated amount of start-up costs	200

Table 2 - Calculation of payback period

Expenditure item	2015	2016	2017	2018	2019	2020	2021	2022
Annual cost of education (income), mln \$	0	0	0	4,73	8,27	11,82	15,36	15,36
Number of students	0	0	0	200	350	500	650	650
Price of training & education, thsd \$	0	0	0	23,64	23,64	23,64	23,64	23,64
Costs, mln \$	18,18	90,91	90,91	25,45	3,09	3,64	4,18	4,18
Profit/Loss (Cumulative), mln \$	-18,18	-109,09	-200	-197,82	-192,64	-184,45	-173,27	-162,09
Expenditure item	2023	2024	2024	2025	2026	2027	2028	2029
Annual cost of education (income), mln \$	15,36	15,36	15,36	15,36	15,36	15,36	15,36	15,36
Number of students	650	650	650	650	650	650	650	650
Price of training & education, thsd \$	23,64	23,64	23,64	23,64	23,64	23,64	23,64	23,64
Costs, mln \$	4,18	4,18	4,18	4,18	4,18	4,18	4,18	4,18
Profit/Loss (Cumulative), mln \$	-162,09	-150,91	-139,73	-128,55	-117,36	-106,18	-95	-83,82
Expenditure item	2030	2031	2032	2033	2034	2035	2036	2037
Annual cost of education (income), mln \$	15,36	15,36	15,36	15,36	15,36	15,36	15,36	15,36
Number of students	650	650	650	650	650	650	650	650
Price of training & education, thsd \$	23,64	23,64	23,64	23,64	23,64	23,64	23,64	23,64
Costs, mln \$	4,18	4,18	4,18	4,18	4,18	4,18	4,18	4,18
Profit/Loss (Cumulative), mln \$	-72,64	-61,45	-50,27	-39,09	-27,91	-16,73	-5,55	5,64

Table 3 - Calculation of breakeven point

	Students number	Steady flow, mln \$	Variable cost, mln \$	Total cost, mln \$	Sales revenue, mln \$	Profit, mln \$
1	0	10,91	0	10,91	0	-10,91
2	50	10,91	0,18	11,09	1,18	-9,91
3	100	10,91	0,36	11,27	2,36	-8,91
4	150	10,91	0,58	11,49	3,55	-7,91
5	200	10,91	0,73	11,64	4,73	-6,91
6	250	10,91	0,91	11,82	5,91	-5,91
7	300	10,91	1,09	12	7,09	-4,91
8	350	10,91	1,27	12,18	8,27	-3,91
9	400	10,91	1,45	12,36	9,45	-2,91
10	450	10,91	1,64	12,55	10,64	-1,91
11	500	10,91	1,82	12,73	11,82	-0,91
12*	550	10,91	2	12,91	13	0,09
13	600	10,91	2,18	13,09	14,18	1,09
14	650	10,91	2,36	13,27	15,36	2,09
15	700	10,91	2,55	13,46	16,55	3,09
Price	23,64					

***Break-even point**