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### **Marketing as a function of project management in the sports industry of the Karaganda region**

#### **Abstract**

*Object:* Marketing analysis of the correspondence of the degree of development of the sports infrastructure of the city of Karaganda to the existing demand for mass sports and the requirements of the development of high-performance sports.

*Methods:* Statistical method and system analysis.

*Results:* There is insufficient provision of modern sports infrastructure in the Republic of Kazakhstan. The demand for modern sports facilities significantly exceeds the supply. In the Republic of Kazakhstan, it is 43%, while in developed countries it exceeds 63%. The Republic of Kazakhstan should take further steps to develop sports infrastructure through the implementation of appropriate projects.

*Conclusions:* In the period after the pandemic, the load on the sports infrastructure will grow, the growth rate of sports participants will outpace the growth rate of sports facilities. There are a small number of sports facilities in the Karaganda region that meet international standards. Therefore, it is necessary to implement projects to create sports facilities, primarily in the field of children's and youth sports and international-level big sports in selected priority sports.

**Keywords:** marketing, project, management, sport, infrastructure, demand, supply, area, facility, health, priority.

#### **Introduction**

The sports sphere worldwide belongs to priority branches of development of the states. The development of sport has a social character, as sport contributes to the health of the population, the prevention of diseases, increasing productivity. The role of sport in the education of the younger generation is great. Sport contributes to the formation of personality, physically and morally healthy citizen of the country.

Sport disciplines the person, reduces manifestation of undesirable social phenomena, improves a criminogenic situation. A great role is played by the state in the formation of healthy leisure of the population, familiarization of the population with sports.

Sport of the highest achievements increases the prestige of the state, contributes to the recognition of the state in the international arena.

Currently, the number of people engaged in regular sports in the Republic of Kazakhstan is 28.8 percent, while in developed countries this figure exceeds 65 percent.

In the Republic of Kazakhstan, sport is also developing among the disabled. Over the past five years, the number of disabled people participating in various sports has increased by 40 % and amounted to 29.7 thousand people.

During the years of independence, Kazakhstan participated in the 4 summer and 4 winter Olympic games. Athletes of Kazakhstan won 593 medals.

The concept of development of physical culture and sports of the Republic of Kazakhstan till 2025 is focused on the solution of the following strategic priorities: the organization of system of mass sports, increase of a share of the population regularly engaged in sports to 35 percent; formation of services in the

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field of national sports; creation of modern infrastructure and the market of sport services; ensuring high indicators of big sports.

Strategic priorities of sport development in Kazakhstan are reflected in the Concepts of development of physical culture and sports of RK. The main principle of the formation of the sport industry of Kazakhstan is the further familiarization of the masses of the population to sports and the creation of conditions and prerequisites for the development of big sports (The concept of development of physical culture and sports of the Republic of Kazakhstan until 2025).

Long-term key priorities:

1. Creation of a system of sports education of the population;
2. Formation of system of sports leisure of younger generation, improvement of methods of introduction of youth to sports;
3. Increase of indicators of big sports, personnel and scientific support of sports branch;
4. Improvement of sports infrastructure, development of sports services market;
5. Development of national sports.

Achieving these strategic priorities requires the implementation of relevant projects. The degree of implementation of strategic priorities in the field of sport depends on the level of perfection of these projects, their methodological and scientific elaboration.

The state of sports infrastructure, insufficient number of sports schools, unequal access to sports facilities, poor equipment of sports facilities, lack of coaches, especially highly qualified ones, hampers the development of mass sports, the formation of the Olympic reserve and, ultimately, the achievements of big sports.

Without the appropriate sport infrastructure it is impossible to achieve high achievements in big sports, to hold competitions of international level, to bring up world-class Champions.

The research issue of this article is a marketing analysis of the correspondence of the degree of development of the sports infrastructure of the city of Karaganda to the existing demand for mass sports and the requirements for the development of high-performance sports.

The hypothesis of the study is that an appropriate infrastructure is needed for the development of mass sports and high-performance sports. In the Karaganda region, for the development of high-level sports, it is necessary to implement infrastructure projects for both children's and youth sports and high-level sports.

### ***Literature Review***

Much attention is paid to the issue of meeting the demand for sport services and the implementation of sport equipment and infrastructure development projects by scientists and researchers for these purposes.

Modern infrastructure is an integral factor in the competitiveness of a country's sports. Thus, Trabal argues that to reach the limits of human capabilities, it is necessary to use the latest achievements of technology and science, modern infrastructure (Trabal, 2018).

The level of development of the sport industry is the most important factor in the sporting events of big sports (Inoue et al., 2017).

In sports and in the sports infrastructure, high technologies are increasingly being used, which have an increasing impact on results (Szymanski et al., 2020).

Sport makes a significant contribution to the development of the economy, so modern technologies are widely introduced into this industry (Miragaia, Ferreira, & Ratten, 2017).

In order for the sports industry to develop successfully, it is necessary to provide related activities, such as marketing, training of athletes in the conditions of modern sports facilities, high organizational preparation of level competitions (Chou et al., 2003).

Companies involved in the implementation of sports projects take care of society, become socially responsible (Chiu & Hsiao, 2019; Yeh et al., 2020).

Technological innovation is an important part of the sports industry. Due to the fact that the sports industry is social in nature, contributes to the development of mass sports, the introduction of new technologies is relevant (Zeimers et al., 2019).

Organizations participating in sports projects, on the one hand, fulfil their social duty, contribute to the improvement of the population, on the other hand, improve their marketing image, increase demand for their products by increasing customer loyalty to their brand (Hsiung, 2019; Liu et al., 2002).

The development of football infrastructure is of great importance for the economy. The importance of football does not decrease and becomes so great that it leads to globalization (Boniface, 2000).

At the moment, research in the field of the influence of sports equipment and technology on the development of sports is in its infancy despite their widespread distribution and influence on the sports industry (Miragaia, da Costa, & Ratten, 2018).

It is necessary to carry out further work both from the technical and economic point of view of the role of sports in the life of society, to study the role of sports technologies in the sports industry (Magdalinski, 2009).

Thus, the issues of marketing the influence of sports equipment and technologies on the results of sports development and the implementation of projects for these purposes are insufficiently studied.

### **Methods**

During the research, a statistical method was used - processing of official data of the Bureau of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan, system analysis.

### **Results**

Projects to create a world-class sports infrastructure are costly and require the involvement of foreign technologies in the sports sector and international experience.

The Republic of Kazakhstan produces the construction of sports facilities of international level. In 2018, in the area of the resort Borovoye, two jumps of international class height of 83 meters were built. The significance of this event is emphasized by the presence of the President of the Republic of Kazakhstan Nursultan Nazarbayev at the opening of the trampolines.

The state spent more than 61 billion tenge from the budget for the construction of these important international sports facilities.

The complex of springboards in Borovoye has no world analogues. The ramps used to cover the combined type. There are several launch pads at different heights of the springboard.

The construction of these facilities will allow Kazakhstan to hold international competitions in ski jumping.

The development of such projects takes place with the indispensable project management.

Project management refers to activities aimed at the implementation of the project with the maximum possible efficiency under specified restrictions on time, money (and resources), as well as the quality of the final results of the project (documented, for example, in the terms of reference).

To cope with time constraints, methods of construction and control of work schedules are used. To manage monetary constraints, the methods of forming the financial plan (budget) of the project are used and, as the work is carried out, compliance with the budget is monitored to prevent costs from getting out of control. To perform the work requires their resource support, there are special methods of management of human and material resources (for example, the matrix of responsibility, diagrams of resource utilization).

Let us consider what projects in the sports sphere should be implemented in the Karaganda region. To do this, it is necessary to conduct marketing of sports infrastructure and sports development.

Table 1 shows the distribution of sports facilities in 2020 by regions of the Republic of Kazakhstan.

Table 1. Distribution of sports facilities in 2020 by regions of the Republic of Kazakhstan

	Sports facilities-total	Including					
		stadiums with 1,500 seats or more	palaces of sport	Complexes of sports facilities	swimming pools	ski bases	Sports complexes
1	2	3	4	5	6	7	9
Republic of Kazakhstan	40 989	280	34	91	360	202	524
Akmola region	2 360	20	2	1	24	11	27
Aktobe region	1 831	18	3	1	17	6	20
Almaty region	3 702	26	3	13	53	1	33
Atyrau region	1 128	7	1	1	12	-	33
East Kazakhstan region	1 699	3	1	-	6	6	21
Zhambyl region	2 704	17	1	3	8	-	34
Karaganda region	3 154	24	7	14	28	83	68
Kostanai region	2 562	34	2	13	20	41	49
Kyzylorda region	2 071	12	-	-	7	-	38
Mangistau region	774	8	-	-	14	-	31
Pavlodar region	3 083	17	3	19	21	4	38

1	2	3	4	5	6	7	9
North Kazakhstan region	2 891	33	1	1	13	17	15
Turkestan	4 529	21	1	-	23	1	40
East Kazakhstan Region	3 245	21	2	5	28	28	35
Nur-Sultan city	975	4	5	2	26	1	16
Almaty city	3 399	12	1	12	51	3	14
Shymkent city	882	3	1	6	9	-	12

*Note – Compiled by the authors on the basis of Bureau of National Statistics*

It can be seen that out of 40 989 sports facilities in the Republic of Kazakhstan in Karaganda region there are only 3 154 facilities. There are 7 sports palaces in the Karaganda region.

With a population share of 7,39% in Kazakhstan, Karaganda region has a share of sports facilities of 7.69%. In the Republic of Kazakhstan, this ratio is the best. For example, in Turkestan, with a population share of 10.82% in Kazakhstan, the share of sports facilities is 11.05%.

Table 2 presents the volume and share of sports and recreation services provided by enterprises and individual entrepreneurs in the regions in 2020.

Table 2. Volume and share of sports and recreation services provided by enterprises and individual entrepreneurs in the regions in 2020, million tenge

	Million. Tenge	%
Republic of Kazakhstan	188 501,50	100%
Akmola region	8 465,20	4,49%
Aktobe region	6 182,20	3,28%
Almaty region	12 305,10	6,53%
Atyrau region	7 398,50	3,92%
East Kazakhstan region	7 599,90	4,03%
Zhambyl region	6 278,80	3,33%
Karaganda region	16 483,70	8,74%
Kostanai region	7 583,60	4,02%
Kyzylorda region	7 904,00	4,19%
Mangistau region	5 723,90	3,04%
Pavlodar region	12 495,70	6,63%
North Kazakhstan region	5 172,20	2,74%
Turkestan	5 512,30	2,92%
East Kazakhstan Region	9 626,60	5,11%
Nur-Sultan city	20 277,50	10,76%
Almaty city	37 640,00	19,97%
Shymkent city	11 852,30	6,29%

*Note – Compiled by the authors*

Table 2 shows that Karaganda region accounts for 8.74% of the total volume of sports and recreation services provided by enterprises and individual entrepreneurs of the Republic of Kazakhstan. For comparison, the cities of Nur-Sultan and Almaty account for 10.76% and 19.97%, respectively.

Let us consider the material and technical and resource support of the sphere of sports in the Republic of Kazakhstan.

One of the main aspects of the development of sports services is the provision of sports infrastructure. These include stadiums, sports complexes, sports complexes, gyms.

In 2020, there were only 40989 sports facilities in the Republic of Kazakhstan:

- stadiums - 280. Over the past 5 years the number of stadiums has increased by 11 units;
- palaces of sports-34. For 5 years the number of sports palaces has increased by 4;
- 91 complexes of sports facilities, from 2017 to 2020 an increase of 5 units;
- ski bases 202, for 5 years the number has decreased by 1 units;
- 524 sports complexes, for the last 5 years the increase was 125 units;
- 172 sports arenas, from 2017 to 2020 the increase was 101 units;
- swimming pools 360, for 5 years the increase was 44 units;
- gyms 9028, for 5 years the increase was 559 units.

In general, the sports infrastructure in the Republic of Kazakhstan continues to develop. For the population, the level of security of sports infrastructure is 43 percent, which, however, is inferior to global standards. Thus, in Russia, the level of provision of the population with sports infrastructure is 50 %.

No project in the field of sports can develop without funding.

Consider the financing of sports in the Republic of Kazakhstan. Since 2018, a new system of financing sports has been introduced in the Republic. The funding system is based on the experience of the world's leading countries in the field of sports, such as Germany and France.

Funding is differentiated by sport. The basis of differentiation are indicators:

- indicators of big sport of this type;
- belonging of this species to ethnic;
- security personnel;
- provision of infrastructure.

According to the law of the Republic of Kazakhstan dated July 3, 2014 No. 228-V "On physical culture and sports", the source of sports in Kazakhstan is the budget. For athletes of Kazakhstan participating in international competitions medical support is made at the expense of the state. Kazakhstan introduced regulations on financing of sports competitions, as well as remuneration of prize-winners (Adilet, 2014).

Enterprises on state and private property in the share of services are 46.5 and 52.8 %, respectively. Moreover, the share of the private sector is growing from year to year. That is, in the sphere of sports services, much attention should be paid to the further development of the private sector.

The priority direction of the state policy in the field of sports is the development of both mass and large-scale sports.

However, the goals set in recent years in the field of mass sports have not been achieved. It is necessary to further improve the organizational and economic mechanisms in the field of sports development for the masses.

The development of mass sports is a priority task of the state in the sphere of sports services.

The popularization of sports helps to reduce the incidence of the population, increase productivity.

There is insufficient infrastructure provision. In the Republic of Kazakhstan it is 43 %, while in developed countries it exceeds 63 %. The Republic of Kazakhstan should take further steps to develop sports infrastructure.

The best educational function will be the participation of the population in sports. If sports are convenient for the population, carried out in the necessary organizational form, the sport will be widespread among the masses of Kazakhstan.

There is a high workload of labor resources of Kazakhstan, lack of free time. Therefore, the most popular are sports facilities located in the immediate vicinity of the residence.

A significant obstacle to the development of sports, is the payment for the sports services. Prices for the use of the subscription are sometimes significant and are inaccessible to most of the population. Therefore, an urgent task is the construction of budget sports facilities, the visit of which will be the lowest possible price.

Consider the formation of the system of sports leisure of the younger generation, improving the methods of introducing young people to sports.

Leisure is filled with a favorite pastime. From the point of view of sports development, the role of sports clubs is important here, where fans of a particular sport can meet and hold classes in an organized manner. This practice is widespread in foreign countries.

The state should make every effort to support such clubs. Financing of such clubs can be carried out including at the expense of membership fees. The state should also participate in co-financing such clubs or offer tax preferences. In this matter, the study and testing of foreign experience of sports clubs can help. Such clubs abroad are usually located within walking distance from the place of residence of the population. According to foreign experience, whole networks of sports clubs are formed, various competitions of sports clubs are also organized.

Sports clubs are good conductors of information about certain sporting events, information about the benefits of sports and a healthy lifestyle. Therefore, through sports clubs, one can actively carry out information work in the field of sports.

Part of the population of Kazakhstan has free time only on weekends, thus it is important to operate sports clubs that provide sports services on weekends.

Due to the high workload of the population of Kazakhstan there is a lack of free time. Therefore, a promising direction is the creation of sports facilities that are within “walking distance”. It is also possible to apply a differentiated approach to the construction of sports facilities - the more people live in the area and there are more willing to use sports services, the more sports facilities need to be built in the area. Therefore, it is important to conduct marketing research by questioning the population and finding out the volume of demand for certain sports services.

Depending on the nature of demand, it is necessary to build appropriate sports facilities: swimming pools, football and volleyball courts, tennis courts, etc.

It is important to create sports grounds in parks and squares. The parks have cleaner air and therefore there are a large number of Amateur athletes involved in the parks.

Squares are located directly in front of residential buildings, which is convenient for sports.

Thus, one of the possible directions of implementation of projects in the field of sports industry in the Karaganda region is the construction and organization of sports clubs and sports facilities located within “walking distance” from the places of residence of the population.

The creation of sports facilities is an expensive event, so it is necessary to apply mechanisms that reduce the burden on the budget. One such mechanism is public-private partnership.

With public-private partnership, due to the significant duration of the project terms, the entrepreneur can invest significant investment funds in the project. The duration of the projects allows to recoup such significant investments. Public-private partnership projects allow to save budget funds by using private funds in sports equipment creation projects.

It is necessary to build sports facilities for the disabled with the necessary equipment: lifts, elevators, specialized personnel, as usually sports facilities are poorly equipped for the needs of people with disabilities.

Because of the low solvency of disabled people, tax preferences should be introduced for specialized sports facilities to reduce the cost of a season ticket. Thus, state funding or co-financing of visits to sports facilities for people with disabilities should be considered.

Thus, another possible direction of development of projects in the Karaganda region is the creation of sports facilities for the disabled.

The city’s football club and soccer team Premier League, “Shakhtar”, the presence of a backup team, a significant number of teams of youth football, which is a source of Premier League teams, makes imperative the establishment of a football field meets the requirements of FIFA and UEFA.

In Karaganda, there are 24 state sports institutions, including 20 youth schools, a boarding school for gifted children in sports. A. Moldagulova, kgkp “Olympic reserve training Center”, school of higher sports skills, GU “Department of physical culture and sports of Karaganda city”. The total population of the city of Karaganda, engaged in sports and sports is 154,415 people.

As of October 1, 2020, the city has 799 sports facilities of various forms of ownership, including:

2 stadiums for 18 000 spectators (Shakhtar station) and 1 500 spectators (Lokomotiv station);

3 Palace of sports-DS them. N. After repair, the LDS “Akzholtay”, LDS “Karaganda arena”;

33 sports complexes of SK DYUSSH of game types, “Enbek”, “Tulpar”, “VASS Komir”, etc.);

1 training complex of national teams (cpor);

204 sports halls, of which: 55 in sports Palaces and complexes, 103 in schools and boarding schools, 14 in Colleges, 7 in Universities, 8 in sports clubs and sports schools, 13 in enterprises and organizations of the city;

273 planar sports facilities in the city neighborhoods and educational institutions (sports grounds, sports cores, sports tracks, fields).

The city has 2 state stadiums (“Shakhtar and Lokomotiv”) and only the Shakhtar stadium meet the requirements for football matches of the Kazakhstan Premier League and international competitions. The rest are in a state of disrepair or require major repairs in terms of their condition, equipment and can now be used for training work of youth and reserve sports, as well as lower-level competitions.

Table 3 shows the dynamics of growth in the number of sports facilities in 2017–2020 in the city of Karaganda.

Table 3. Dynamics of growth in the number of sports facilities in 2017–2020 in the city of Karaganda

Year	2017	2018	2019	2020
Number of sports facilities (units)	823	831	850	859

*Note – Compiled by the authors on the basis of Official website of the Akimat of the city of Karaganda*

Table 3 shows that the total number of sports facilities in 2017–2020 in the city of Karaganda tends to increase. However, the annual growth rate does not exceed 1%.

In the city, there are 59 mini-football grounds in neighborhoods built on sponsorship and budget funds under the programs “My yard” and “Improvement of yard territories”.

45 of them have modern grounds with artificial grass, fences and lighting.

There are 6 sports grounds-2 in the boarding school. A. Moldagulova, one of them with artificial grass and a modern mini-football field with artificial grass and bleachers for 200 spectators on the territory of the private sports complex “Ansar” on the 32nd quarter, 3 sites in the College “Bolashak”, one of them with artificial grass. In June 2017, the sports and recreation complex named after Gennady Golovkin was put into operation. The sports complex includes a weightlifting hall, a universal sports hall for basketball, volleyball and mini-football, a 25m swimming pool and a Boxing hall. Also on the territory of Foca there are 2 sports grounds with artificial turf-basketball and mini-football.

At the expense of the local budget, the reconstruction of the football field in the sports complex “locomotive” was carried out with the laying of a new artificial lawn.

The dynamics of the number of football fields and playgrounds with artificial turf in the city of Karaganda is shown in Table 4.

Table 4. List of sports facilities in Karaganda

№	List of sports facilities	2016	2017	2018	2019	2020
	Sports facilities, all in total:	86	97	99	101	105
1	Stadiums with 1,500 seats or more in stands	2	2	2	2	2
2	Football fields and playgrounds with artificial turf	84	95	97	99	103

*Note – Compiled by the authors on the basis of Official website of the Akimat of the city of Karaganda*

Table 4 shows that with an increase in the number of sports facilities, the number of stadiums in the Karaganda region has not increased.

Table 5. Sports private and public institutions of Karaganda

Name	2016		2017		2018		2019		2020	
	Number of schools	Number of participants	Number of schools	Number of participants	Number of schools	Number of participants	Number of schools	Number of participants	Number of schools	Number of participants
KSU “JUSH mass sports in Karaganda” OFKS of Karaganda	1	206	1	150	1	161	1	173	1	165
KSU “Urban Integrated JUSH” of OFKS in Karaganda	1	158	1	156	1	157	1	158	1	156
Shakhtar Sports Club (main line-up)	1	25	1	25	1	25	1	25	1	25
Shakhtar Sports Club (League 1 team)	1	21	1	25	1	26	1	24	1	21
Shakhtar Sports Club (League 2 team)	1	24	1	25	1	24	1	24	1	25
Shakhtar Sports Club (Shakhtar-KarSU team)	1	37	1	37	1	37	1	37	1	37
Shakhtar Sports Club (Football Centre)	1	324	1	329	1	330	1	330	1	329
Boarding school for gifted children	1	8			1	10	1	12	1	8
KSU “OSJUSHOR Jastar” football	1	836	1	858	1	858	1	59	1	820
KSU “OSS for Disability”	1	39	1	38	1	38	1	39	1	38
Total	10	1678	9	1643	10	1666	10	1681	10	1624

*Note – Compiled by the authors on the basis of Official website of the Akimat of the city of Karaganda*

Table 5 shows that before the pandemic, there was an upward trend in the number of participants, while the number of public and private sports facilities remained unchanged.

In the period after the pandemic, the load on the sports infrastructure will grow, the growth rate of users of sports facilities will outpace the growth rate of the creation of sports facilities, as it was before the pandemic. That is, the demand for sports facilities will exceed the supply.

Football teams, with the exception of the Shakhtar team, do not have the opportunity to hold even the final games on a high-level football field. Youth teams train and compete only on second-rate football fields and cannot achieve a high level of sportive skill. Thus, a high-quality football infrastructure is needed at all levels of athletes' training.

There are only two public stadiums in the city of Karaganda, there are no private ones. Only the Shakhtar Stadium meets the requirements for hosting football matches of the Kazakhstan Premier League and international competitions. To create a high-quality modern football infrastructure, it is possible to use public-private partnership mechanisms, including with foreign companies that have advanced technologies for building football infrastructure.

### Conclusions

It can be concluded that in the period after the pandemic, the load on the sports infrastructure will grow, the growth rate of participants in sports competitions will outpace the growth rate of sports facilities. There are a small number of sports facilities in the Karaganda region that meet international standards.

For the development of high-performance sports, projects are needed not only for the sports of the highest league, but also for children's and youth sports, since the formation of teams of the highest league takes place at the expense of candidates from children's and youth sports. However, projects of children's and youth sports are insufficiently developed in the Karaganda region. Public-private partnership projects are one of the areas of development of youth sports and high-performance sports projects. In the Karaganda region, it is necessary to implement public-private partnership projects to create sports facilities for certain sports, the need for construction should be determined based on market research to determine demand.

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### **Маркетинг жобаны басқару функциясы ретінде Қарағанды облысының спорт индустриясында**

#### **Аңдатпа**

**Мақсаты:** Қарағанды қаласының спорттық инфрақұрылымының даму дәрежесінің бұқаралық спортқа деген қазіргі сұранысына және ең жоғары жетістіктерге жету үшін спортты дамытудың талаптарының сәйкестігін маркетингтік талдау.

**Әдісі:** Зерттеу барысында статистикалық әдіс қолданылды, яғни Қазақстан Республикасы Стратегиялық жоспарлау және реформалар агенттігінің Ұлттық статистика бюросының ресми деректерін өңдеу, жүйелік талдау.

**Қорытынды:** Қазақстан Республикасында қазіргі заманғы спорттық инфрақұрылым жеткілікті қамтамасыз етілмеген. Қазіргі заманғы спорт ғимараттарына сұраныс ұсыныстан әлдеқайда асып түседі. Елімізде ол 43%-ды құрайды, ал дамыған елдерде ол 63%-дан асады. Мемлекетіміз тиісті жобаларды жүзеге асыру арқылы спорт инфрақұрылымын дамыту бойынша одан әрі қадамдар жасауы керек.

**Тұжырымдама:** осылайша, пандемиядан кейінгі кезеңде спорттық инфрақұрылымға жүктеме артады, спорттық жарыстарға қатысушылардың өсу қарқыны спорттық ғимараттардың өсу қарқынынан асып түседі деп қорытынды жасауға болады. Қарағанды облысында халықаралық стандарттарға сәйкес келетін спорт ғимараттарының саны аз. Сондықтан спорт объектілерін, ең алдымен балалар мен жасөспірімдер спорты және жекелеген басым спорт түрлері бойынша халықаралық деңгейдегі үлкен спорт объектілерін құру жөніндегі жобаларды іске асыру қажет.

**Кілт сөздер:** маркетинг, жоба, басқару, спорт, инфрақұрылым, сұраныс, ұсыныс, аумақ, объект, денсаулық, басымдық.

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### **Маркетинг как функция управления проектами в спортивной индустрии Карагандинской области**

#### **Аннотация:**

**Цель:** Маркетинговый анализ соответствия степени развития спортивной инфраструктуры города Караганды существующему спросу на массовый спорт и требованиям развития спорта высших достижений.

**Методы:** В ходе исследования применены статистический метод, то есть обработка официальных данных Бюро национальной статистики Агентства стратегического планирования и реформ Республики Казахстан, и системный анализ.

**Результаты:** В Республике Казахстан недостаточно обеспечена современная спортивная инфраструктура. Спрос на современные спортивные сооружения значительно превышает предложение. В Республике Казахстан он составляет 43 %, в то время как в развитых странах он превышает 63 %. Республика Казахстан должна предпринять дальнейшие шаги по развитию спортивной инфраструктуры путем реализации соответствующих проектов.

**Выводы:** Таким образом, можно сделать вывод, что в период после пандемии нагрузка на спортивную инфраструктуру будет расти, темпы роста участников спортивных состязаний будут опережать темпы роста спортивных сооружений. В Карагандинской области имеется небольшое количество спортивных сооружений, соответствующих международным стандартам. Поэтому необходимо реализовывать проекты по созданию спортивных объектов, прежде всего, в области детского и юношеского спорта и большого спорта международного уровня по отдельным приоритетным видам спорта.

**Ключевые слова:** маркетинг, проект, управление, спорт, инфраструктура, спрос, предложение, территория, объект, здоровье, приоритет.

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