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INNOVATIVE SPORTS SERVICE FORMATS AS A DRIVER OF MARKET EXPANSION

Abstract: *this study explores the role of innovative sports service formats in expanding the market of sports and physical activity. It shows that digitalization, smart facilities, and phygital solutions enhance accessibility, flexibility, and user engagement. The findings indicate that such formats attract new audiences and transform both demand and supply by enabling new monetization approaches. At the same time, their effectiveness depends on the quality of digital infrastructure and management capabilities. The results suggest that innovative formats represent a key direction for the structural development of the sports market.*

Keywords: *sports services, digitalization, sports market, smart facilities, phygital solutions.*

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ИННОВАЦИОННЫЕ ФОРМАТЫ СПОРТИВНЫХ УСЛУГ КАК ДВИЖУЩАЯ СИЛА РАСШИРЕНИЯ РЫНКА

Аннотация: в статье исследуется роль инновационных форматов спортивных услуг в расширении рынка спорта и физической активности. Оно показывает, что цифровизация, интеллектуальные сооружения и решения фиджитал повышают доступность, гибкость и вовлеченность пользователей. Результаты исследования показывают, что такие форматы привлекают новую аудиторию и трансформируют спрос и предложение, предлагая новые подходы к монетизации. В то же время их эффективность зависит от качества цифровой инфраструктуры и возможностей управления. Полученные результаты свидетельствуют о том, что инновационные форматы представляют собой ключевое направление структурного развития спортивного рынка

Ключевые слова: спортивные услуги, цифровизация, спортивный рынок, интеллектуальные сооружения, цифровые решения.

In the current environment, the expansion of the sports and physical activity market is driven not only by infrastructure development but also by changes in service delivery formats. The market is increasingly shaped by accessibility, format flexibility, digital support, and the adaptation of services to the needs of different population groups. This approach aligns with the sector's development strategy to 2030, which emphasizes increasing participation rates and establishing an integrated digital ecosystem [5]. Therefore, market growth depends not only on the expansion of supply but also on the innovative organization of access to sports services.

The importance of this issue is reinforced by current industry trends. By 2030, the share of citizens regularly engaged in sports is expected to reach 70%, with digital transformation viewed as a key tool for improving accessibility to mass sports. As of 2024, this indicator reached 62%, while the number of regular participants exceeded 77 million people [3]. These figures indicate market expansion; however, further growth requires service formats capable of engaging previously inactive population groups.

The economic significance of the market is also substantial: in 2024, the volume of paid services in the field of sports and physical activity reached approximately RUB

415 billion [6]. Therefore, innovative formats are important not only from a social perspective but also as a driver of market growth, customer base expansion, and revenue diversification.

Innovative sports service formats refer not to individual new types of training, but to a transformation of the service delivery model, in which the service becomes hybrid, digitally supported, and personalized. Such formats reshape key service parameters, including access and consumption modes, feedback mechanisms, performance monitoring, and the space in which the service is provided. In this context, digitalization, smart sports facilities, online services, and phygital solutions serve as elements of a new market architecture.

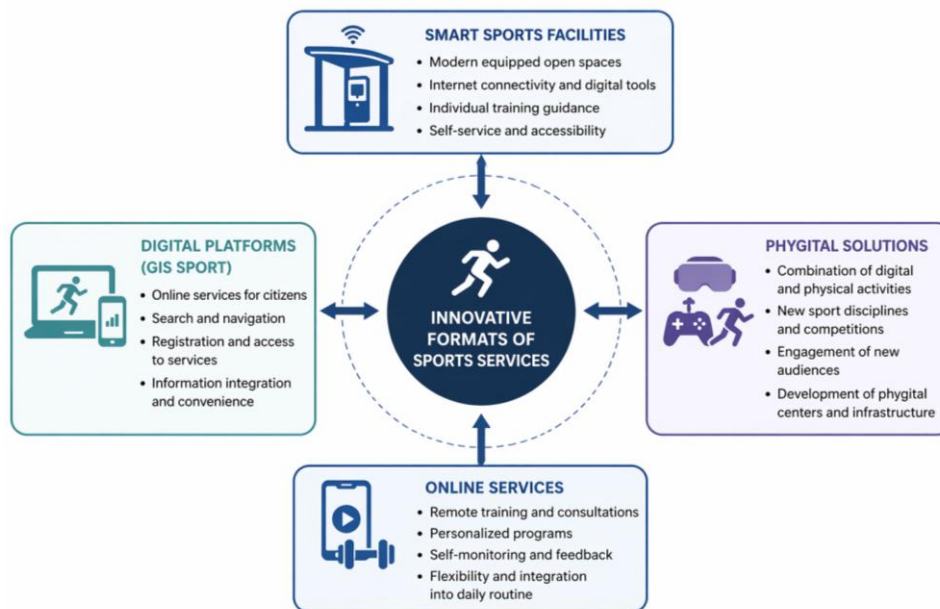


Fig. 1. Innovative Formats of Sports Services in the Digital Economy

The figure illustrates that innovative formats form an integrated system combining digital, hybrid, and infrastructure-based solutions. Key examples of innovative formats include smart sports facilities, digital platforms, and phygital solutions. Smart facilities lower entry barriers through open access and digital support for training [4]. Digital platforms, including the GIS «Sport» platform, simplify the search and use of services, thereby reducing transaction costs [2]. Phygital formats, in turn, expand the market by attracting new audiences and generating demand for hybrid forms of activity [1].

Types of Innovative Sports Service Formats

Format	Key Features	Economic Effect
Smart sports facilities	Digital guidance, open access	Lower entry barriers
Digital platforms	Online services, navigation	Reduced transaction costs
Phygital formats	Hybrid digital-physical model	New audience attraction

The data indicate that different formats contribute to market expansion through distinct mechanisms, including lowering entry barriers and attracting new user segments. The ability to attract new audiences makes innovative formats a key driver of market expansion. Unlike traditional services based on fixed locations and schedules, innovative formats offer greater flexibility and better align with the lifestyles of diverse population groups. This enables the engagement of youth, residents of areas with limited infrastructure, and time-constrained users through phygital solutions, smart facilities, and online services.

Moreover, innovative formats transform the economics of supply. Digital support and hybrid access models enable organizations to move beyond traditional subscription models and adopt additional monetization tools, including digital content and short-term participation formats. As a result, both demand and revenue opportunities expand.

A significant constraint is the dependence of innovative formats on the quality of digital infrastructure and the users' readiness to use new services. Unlike traditional offerings, smart facilities, online services, and phygital formats require reliable connectivity, appropriate equipment, and digital skills. As a result, their scalability depends on a sufficient level of technological accessibility.

An additional constraint is the increased demand for effective management and skilled personnel. The successful implementation of innovative formats requires specialists who combine expertise in sports, digital technologies, and customer service. Therefore, the development of such formats involves not only technological investment

but also the improvement of management practices and interaction models between market participants.

Thus, innovative formats of sports services represent a key driver of market expansion, reducing entry barriers, enhancing flexibility and personalization, and attracting new audiences. The development of smart facilities, digital platforms, and phygital solutions indicates a shift of the sports market toward hybrid and digitally supported consumption models. At the same time, their long-term effectiveness depends on the level of digital integration, infrastructure development, and the availability of qualified personnel. Therefore, innovative formats should be considered a key direction for the structural development of the sports and physical activity market in Russia.

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