

ASPECTS WHICH INFLUENCE COMPETITIVENESS OF PHYSICAL CULTURE AND SPORT ORGANIZATION

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Abstracts

The current life requires the well-coordinated work and skills to respond the changes in various fields of life. Especially those that influence the maintenance of a healthy human life. **The Purpose of the Study** is to analyze the competitiveness of sports organization on the base of relevant indicators study in order to manage the sports enterprise competitiveness level. **Research Organization.** The study was performed since October 1, 2019 to July 1, 2020, in the physical culture and sports organization – Sports Club Sportexpert. The analysis of the services competitiveness was carried out through the example of the sports enterprise – Sports Club Sportexpert. SWOT analysis has been widely used in the process of strategic planning, which divides factors and phenomena into four categories: strengths and weaknesses of the project; opportunities that open up during its implementation and threats associated with its implementation. **Results of the Research.** The obtained results are aimed at assessing the competitiveness level of the Sports Club Sportexpert. They necessitated the development of certain measures for influence specific competitive indicators. Therefore, it was proposed to expand the discount system – to include discounts for certain age groups, as well as formed discounts on the purchase of sports nutrition, while paying an annual pass. Also, it was suggested to hold a number of activities with a purpose of the sports club promotion. It is proposed to update partially the training equipment in order to influence its quality. **Conclusion.** The competitiveness level of any enterprise is an important factor influencing the efficiency and success of its activities.

Key words: competitive advantages, competitiveness, physical culture and sports organization, SWOT analysis, sports club.

Людмила Шуба, Вікторія Шуба, Віктор Шуба. Аспекти, які впливають на конкурентоспроможність фізкультурно-спортивної організації. Сучасний ритм життя потребує чіткої роботи та вміння реагувати на зміни в різних сферах життя. Особливо ті, які впливають на підтримку здорового життя людини. **Мета дослідження** – проаналізувати конкурентоспроможність фізкультурно-спортивної організації на основі дослідження відповідних показників із метою управління рівнем конкурентоспроможності спортивного підприємства. **Організація дослідження.** Дослідження проводили з 01 жовтня 2019 р. до 1 липня 2020 р. на базі фізкультурно-спортивної організації – спортивного клубу «Спортексперт». Аналіз конкурентоспроможності послуг проведено на прикладі спортивного підприємства спортивний клуб «Спортексперт». Для стратегічного планування застосовується SWOT-аналіз, який полягає в розділенні чинників і явищ на чотири категорії: сильних та слабких сторін проекту; можливостей, котрі відкриваються під час його реалізації, і загроз, пов'язаних із його здійсненням. **Результати.** Отримані результати, спрямовані на оцінку рівня конкурентоспроможності в спортивному клубі «Спортексперт», зумовили необхідність у розробці певних заходів із метою впливу на конкретні конкурентоспроможні показники. Відтак запропоновано розширення дисконтної системи, тобто включення знижок для певних вікових категорій, а також сформовано знижки на придбання спортивного харчування й під час оплати річного абонементу. Також запропоновано проведення низки рекламних заходів задля просування спортивного клубу. Запропоновано здійснення часткового оновлення тренувального інвентарю з метою впливу на показник якості тренувального обладнання. **Висновки.** Рівень конкурентоспроможності будь-якого підприємства – це важливий чинник, який впливає на ефективність й успішність діяльності.

Ключові слова: конкурентні переваги, конкурентоспроможність, фізкультурно-спортивна організація, SWOT-аналіз, спортивний клуб.

Людмила Шуба, Вікторія Шуба, Віктор Шуба. Аспекты, влияющие на конкурентоспособность физкультурно-спортивной организации. Современный ритм жизни требует четкой работы и умения реагировать на изменения в разных сферах жизни, особенно те, которые влияют на поддержание здоровой жизни человека. **Цель исследования** – проанализировать конкурентоспособность физкультурно-спортивной организации на основе исследования соответствующих показателей с целью управления уровнем конкурентоспособности спортивного предприятия. **Организация исследования.** Исследование проводилось с 01 октября 2019 г. по 1 июля 2020 г. на базе физкультурно-спортивной организации – спортивного клуба «Спортэксперт».

Анализ конкурентоспособности услуг проводился на примере спортивного предприятия – спортивный клуб «Спортэксперт». Для стратегического планирования применялся SWOT-анализ, заключающийся в разделении факторов и явлений на четыре категории: сильных и слабых сторон проекта; возможностей, открываемых при его реализации, и угрозах, связанных с его осуществлением. **Результаты.** Полученные результаты, направленные на оценку уровня конкурентоспособности в спортивном клубе «Спортэксперт», обусловили необходимость в разработке определенных мероприятий с целью воздействия на конкретные конкурентоспособные показатели. Следовательно, предложено расширение учетной системы, то есть включение скидок для определенных возрастных категорий, а также сформированы скидки на приобретение спортивного питания и при оплате годового абонемента. Также предлагалось проведение ряда рекламных мероприятий с целью продвижения спортивного клуба, а также частичное обновление тренировочного инвентаря с целью воздействия на показатель качества тренировочного оборудования. **Выводы.** Уровень конкурентоспособности любого предприятия – это важный фактор, влияющий на эффективность и успешность деятельности.

Ключевые слова: конкурентные преимущества, конкурентоспособность, физкультурно-спортивная организация, SWOT-анализ, спортивный клуб.

Introduction. At the given moment, crisis situation in the country, as well as the presence of military activities make it impossible to develop physical culture and sports. However, it is already necessary to analyze programs for the development of physical culture and sports that are effective in other countries. This will reveal the problems that exist in Ukraine in the sphere of sports, as well as form on the basis of the acquired knowledge new programs for the development, support of physical culture and sports and improvement of existing ones. The period of reformation is taking place in economical development of Ukraine. That is why the problem of competitiveness increase of domestic sports organizations should be considered. According to the state statistics service Ukrstat, among the most popular and widespread physical culture and sports organizations, first of all, are sports clubs. As of 2019, the number of sports clubs across the country was 4993, and in the Zaporizhzhia region in the same year there were 102 sports clubs. The high level of physical culture enterprises competitiveness will give opportunity for the enterprises to develop this branch within the country, and also with dignity represent Ukraine in sports competitions on the various levels [2; 3; 8; 11].

The problem of low level competitiveness of physical culture and sports organizations is the lack of relevant experience in improving the quality of management. Deficit of state funding and state aid, lack of preferential system, significant tax burden on the organization of physical culture and sports have a negative impact on the level of competitiveness of domestic physical culture and sports organizations. One of the factors influencing the efficiency of physical culture and sports organizations is the level of services competitiveness they provide.

The contribution to the consideration of competitiveness concept of physical culture and sports organizations was made by the following scientists: O. Gh. Jankovogho [4], L. I. Prokopova, M. B. Chkhajlo [8], I. M. Stakhiv [10; 11] and others. Analyzing the research, we can say that today competitiveness of sports organizations in Ukraine is not paid enough attention. This situation is the result of crisis phenomena in the country, which focuses the attention of scientists on solving the problems of the state economy, as well as the insufficient development of physical culture and sports in Ukraine [6–9].

Analysis of literature, monographs, research, articles, etc. showed that the topic of physical culture and sports organizations competitiveness in Ukraine is not paid enough attention.

Materials and Methods of Research

The purpose of the study is – analyze the competitiveness of sports organization on the base of relevant indicators study in order to manage the level of sports enterprise competitiveness.

Participants. The study was performed from October 1, 2019 to July 1, 2020. On the basis of the physical culture and sports organization sports club «Sportexpert». Enterprise of physical culture and sports took part in the experiment. As a controlling sports enterprise, a relative sports club was identified, which best meets all indicators of competitiveness. The experimental enterprise introduced advanced tools to increase the level of sports organization competitiveness in order to improve the process of competitiveness management.

Organization of the Research

SWOT-analysis is one of the most common tools for strategic planning. It allows for analytical work to identify the strengths and weaknesses of a sports organization, as well as opportunities and threats to the environment. This analysis is classified as situational and is made in order to form a clear picture, which

includes information and data of the internal organization of work at the enterprise, and analysis of the external environment, trends and obstacles in which the organization intends to take a competitive place [1; 11; 12].

To form a long-term strategy, the management of a sports organization must pay special attention to the strengths of the enterprise, because they have a significant influence on efficiency and they must be built to achieve competitive advantages. At the same time, it is impossible to take into account the weaknesses of the activity, because in the long run they can have a significant negative influence, which will minimize the effectiveness of the activity. That is why it is also necessary to pay attention to the formation of measures aimed at reducing the negative influence on weaknesses, and possibly turning them into strengths.

Stages of SWOT-analysis:

1. Identify the strengths and weaknesses of the enterprise or products. For this purpose it is necessary to make the comparative analysis of internal resources in the organization or characteristics of production with similar indicators at competitors. Parameters that are better according to similar indicators of competitors are strengths. Accordingly, the parameters that are worse are referred to as weaknesses.

2. Identify opportunities and threats to the organization. At this stage, an analysis of environmental factors, and also analyzes the influence of these factors in the activities of the enterprise. Accordingly, opportunities are external factors, the emergence of which will lead to increase of sales and profits, and threats – external factors, in the event of which there will be a negative influence on the activities of the organization.

3. Formation of the table SWOT-analysis. The purpose of the table is to structure the information obtained. The table consists of 4 parts, which have names – strengths, weaknesses, opportunities, threats. Each of them includes certain parameters that characterize this part. Parameters should be distributed according to the importance, from most important to least.

4. Conclusions. Based on the results, it is necessary to form a strategy that will not only effectively use all opportunities, but also to avoid the negative influence of threats on the activities of the organization [1; 4; 12].

Statistical analysis of data was carried out using the SPSS Statistics program.

Results. Realization of SWOT-analysis has enormous importance in managing the competitiveness of enterprises. With the help of SWOT-analysis, information on weaknesses and opportunities that can be turned into competitive advantages was obtained and summarized (table 1).

Table 1

SWOT-Analysis of the Sports Club «Sportexpert»

STRENGTHENS	WEAKNESS
Availability of various sections, except for the gym	Lack of sport achievements of most coaches
Discount system	High cost of services, compared to other similar sports clubs
Possibility of online payment	The lack of an extensive network of sports clubs
Free guest training (also online)	
Online training	
«Freezing» the season ticket	
OPPORTUNITIES	THREATS
Expansion the list of provided services	Consumption of market share and visitors due to the spread of other sports clubs
Advanced training of the coaching staff	
Development by trainers own techniques for training, improvement, weight loss, etc.	
Expansion of the discount system	Increase of utilities cost
Renewal of fixed assets	
Passaging promotional events	
Improving the conditions for visiting a sports club	Introduction of new training methods by competitors
Access to new market segments	

So, among the strengths, it is definitely worth noting the presence of various sections in the sports club «Sportexpert» in addition to the gym. Wellness training, CrossFit, oriental dances, pilates, modern dances, pop dances (for children), karate (for children) and others – all these form the competitive advantages of the sports club, because the more services they provide, the greater the target audience.

As for the system of discounts, it should be noted that at the moment the discount system is not quite extensive, and includes only a few types of discounts. So, today in «Sportexpert» there is a «Bring a friend» promotion, which gives a 10 % discount on the next season ticket, as well as a «Cumulative bonus» of 5 % of each replenishment of the club card. The system of discounts should be expanded. For greater efficiency of the sports club «Sportexpert» it is proposed to introduce:

- discounts for visitors who purchase an annual pass of 90 % of the cost. The size of the 10 % discount is optimal, because for a sports club 10 % of the season ticket is not a significant amount, but the advantage is that the money will be received once in full. That is why, the sports club can use the proceeds to hold other events. Another advantage of granting such a discount is that over the course of a year, cash gradually depreciates due to the effects of inflation. One-time payment will allow to direct the funds received until their real value decreases due to inflation. In addition, after paying, the consumer will work out in the gym throughout the year;

- discounts for certain age groups. For example, it is necessary to introduce discounts of 5 % for students (subject to a student ticket) and retirees (subject to a pension certificate);

- in the sports club «Sportexpert» consumers have the opportunity to buy sports nutrition. Therefore, each visitor at the time of purchase of a season ticket must be given a discount on sports nutrition in the amount of 5 %.

Another strength is the introduction of online training in connection with COVID-19. That will help support customers in different parts of the world. A large selection of the Internet platforms is offered for the convenience of training (Zoom, Skype, WebEx, Viber, WhatsApp, Telegram).

Possibility to «freeze» the season ticket due to a business trip, injuries or illness. Visitors will feel cared that the sports club «Sportexpert» understands the rhythm of life for each person.

Online subscription payment. This feature, of course, has a positive effect, because it makes the payment process faster and more convenient for consumers. This is also a competitive advantage of the sports club «Sportexpert», because other sports clubs do not provide such an opportunity. A free guest training (also online) in the gym, or in a specific section, is a great way to attract new visitors.

As for the weaknesses, the main is the lack of sport achievements in most coaches. To maximize the effectiveness of the training process, coaches must constantly improve themselves. That is why it is necessary to bow down and direct free funds to improve the skills of the coaching staff. Also, a system of bonuses should be introduced in order to encourage trainers to introduce new training technologies and develop their own or improve existing training methods and programs.

The lack of an extensive network of sports clubs in «Sportexpert» also appears to be a weakness. At the moment, this club has two departments. Forming another hall is a rather expensive process, both in terms of money and time. That is why it is necessary to focus on the development of competitive advantages in order to attract the maximum number of visitors to existing departments.

Performing promotional events is a great opportunity not only to remind about yourself, but also to announce the opening of new sections, trainings using new methods, the introduction of new discounts, types of club cards and more. It is necessary to use all kinds of media to communicate with the public and influence your target audience. PR-management should include advertising on radio, local television, billboards, popular social/media pages, participation in regional, local and district events, etc.

Analyzing the above mentioned it is necessary to note that SWOT-analysis helped to identify the strengths and weaknesses of the company, outlined its opportunities and threats, and thus formed a competitive advantage, which was used to increase the competitiveness of the organization.

Discussion. Physical culture and sports organizations are aimed to carry out physical culture and health activities. Such institutions may include various centers, clubs, studios, complexes, etc. The activities of physical culture and sports organizations are carried out on the basis of regulations or statutes, and their founders can be both individuals and legal entities, which in the future at their own expense shall finance such institutions. It is also possible to classify physical culture and sports organizations according to the form of ownership regulated by Art. 63 of the Commercial Code of Ukraine [2; 3; 6; 7].

Analyzing material above, it was noted that the prestige of physical culture and sports organizations has enormous importance in competition. According to consumers, the prestige of a sports club is an important competitive characteristic. That is why there is a need to form new advantages over competitive sports clubs [4, 5, 9].

The obtained results are aimed at assessing the level of competitiveness in the sports club «Sportexpert» necessitated the development of certain measures to influence specific competitive indicators. Therefore, it

was proposed to expand the discount system – to include discounts for certain age groups, as well as formed discounts on the purchase of sports nutrition, while paying an annual pass. Also, it was proposed to hold a number of promotional activities to promote the sports club. It is proposed to update partially the training equipment in order to influence the quality of training equipment. The development and implementation of new training programs were also proposed.

As a result, it should be noted that the proposed measures had a positive influence on the efficiency of the sports club «Sportexpert». The introduction has led to an increase in consumer satisfaction with the services of the sports club, which has led to an increase in its level of competitiveness.

Conclusions. The competitiveness of a sports organization is determined by the result of its activities. Which consists in the effective functioning of the enterprise and the presence, in comparison with similar physical culture and sports organizations, of competitive advantages. This is achieved by developing an effective management system of the organization, using of advanced effective approaches in teaching and training, researching the experience of similar physical culture and sports organizations all over the world, as well as through the rational using their own capabilities and regular monitoring of competitors.

Conflicts of Interest. The authors declare that there is no conflict of interest.

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