

FACTORS INFLUENCING THE COMPETITIVENESS OF PHYSICAL CULTURE AND SPORTS ORGANIZATIONS

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Currently, the crisis situation and ongoing military activities in the country hinder the development of physical culture and sports. Nonetheless, it is crucial to examine successful programs for the advancement of physical culture and sports in other countries. This will help identify the issues that exist in Ukraine's sports industry and create new programs based on the knowledge gained to support and enhance physical culture and sports. As Ukraine undergoes an economic reformation, it is essential to address the need to enhance the competitiveness of domestic sports organizations. According to the Ukrainian state statistics service, Ukrstat, sports clubs are the most popular and widespread physical culture and sports organizations. As of 2020, there were 4,993 sports clubs across the country, with 102 in the Zaporizhzhia region alone. The competitiveness of physical culture enterprises will enable them to expand this sector within the country and represent Ukraine with pride in sports competitions on various levels [1; 2; 6; 9].

The main issue causing the low level of competitiveness among physical culture and sports organizations is the lack of experience in improving management quality. Insufficient state funding and lack of state aid, absence of preferential systems, and a significant tax burden on physical culture and sports organizations negatively impact their competitiveness. The level of competitiveness among domestic physical culture and sports organizations is also influenced by the quality of services they offer.

The contribution to the consideration of competitiveness concept of physical culture and sports organizations was made by the following scientists: O.Gh. Jankovogho [3], L.I. Prokopova, M.B. Chkhajlo [6], I.M. Stakhiv [8; 9] and others. After analyzing the available research, it can be concluded that the competitiveness of sports organizations in Ukraine is currently not receiving enough attention. This situation is due to the ongoing crisis in the country, which has led researchers to focus on addressing issues

related to the state economy. Additionally, the inadequate development of physical culture and sports in Ukraine has contributed to the lack of attention given to competitiveness in this sector [4–7].

An analysis of various sources such as literature, monographs, research articles, and other publications revealed that the topic of physical culture and sports organizations competitiveness in Ukraine is not receiving enough attention. Despite the importance of physical culture and sports in promoting health, fostering national pride, and generating revenue, there is a lack of research and focus on enhancing the competitiveness of sports organizations in Ukraine. This may be due to various factors such as the ongoing crisis situation in the country, the insufficient funding for sports, and the lack of relevant expertise in managing sports organizations.

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.

The study was performed from October 1, 2020 to July 1, 2021. On the basis of the physical culture and sports organization sports club «Sportexpert». Enterprise of physical culture and sports took part in the experiment.

Organization of the research. SWOT analysis is a widely used tool in strategic planning that enables an analytical approach to identify the internal strengths and weaknesses of a sports organization, as well as the external opportunities and threats present in its environment. By examining these factors, sports organizations can develop effective strategies to build upon their strengths, overcome their weaknesses, seize opportunities, and mitigate potential threats. SWOT analysis is a valuable tool that helps sports organizations to gain insights into their current market position, identify areas for improvement, and develop strategies to enhance their competitiveness. This analysis involves collecting and analyzing relevant data, such as market trends, consumer behavior, and competitor activity, to develop an accurate understanding of the organization's position and potential for growth and success.

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).

The competitiveness of a sports organization is evaluated based on its performance and the existence of competitive advantages compared to other physical culture and sports organizations. Achieving this requires implementing an efficient management system, utilizing innovative teaching and training methods, researching best practices from similar organizations worldwide, making effective use of available resources, and regularly monitoring competitors.

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
<u>Discount system</u>	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	

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