



The specifics of building a sports management system in the Russian Federation and other countries

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Abstract

Objective of the study – is to determine the specifics of the management structure in the sports industry both in Russia and in other countries.

Methods and structure of the study. As part of the research methodology, a comparative analysis of sports management systems in Russia and abroad was performed, based on a review of relevant scientific publications.

Results and conclusions. The results of the work demonstrate significant differences in approaches to sports management between foreign countries and the Russian Federation. These differences primarily relate to the level of government involvement in the management and supervision of programs aimed at the development of mass sports and physical education, as well as differences in the ways of financing sports events.

Keywords: *management structure, sports industry, Russia, comparative analysis, sports management systems, management approaches, government participation, leadership, programs, mass sports.*

Introduction. Sport and physical culture, which have existed for thousands of years, play an important role in human life, society and in the modern world. These concepts include regular sports activities for a large number of people, the direction of leisure activities, improving health and maintaining good physical fitness. The main goal of organizing mass sports in Russia and abroad is to create a publicly accessible set of physical education and sports activities to improve health, provide active leisure, and improve living standards. The priority is not so much obtaining the highest sports results and material benefits, but rather solving social issues and developing a personality according to its interests. However, despite the common purpose of sports and physical education, in Russia and abroad there are certain differences in approaches to the organization of sports activities in different countries. Let's look at these approaches in more detail.

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Methods and structure of the study. Based on the study of scientific publications on the research topic, a comparative analysis of sports management methods in Russia and abroad was carried out.

Results and conclusions. The sports sphere abroad includes Olympic, mass and professional sports. The main role in improving this area is assigned to the state and its sports organizations [1, 7]. Local authorities and public sports organizations perform this role. Professional sports are implemented mainly through commercial organizations, but the state provides little assistance through local authorities. Olympic sports are developed through government funding, the amount of which is determined by the goals and objectives of the state and society as a whole. In turn, the development of mass sports is carried out



through financing from 1 to 3 percent from the budget of foreign countries, as well as at the expense of the population. But today, some countries are strengthening their role and the role of local authorities in improving mass sports to promote a healthy lifestyle.

Thus, financing of the sphere of sports and physical culture in foreign countries is carried out through the following sources: from income from commercial sports and recreation services provided to citizens, from subsidies from state authorities and local governments, with the help of public funds, proceeds from lotteries and sports sweepstakes, from income from paid activities of sports organizations. Let's take a closer look at how the development of the sports industry in a number of countries is ensured.

For example, in China, sports development is carried out mainly at the state level, but other sources of financing are also allowed, for example, through large commercial organizations. It is worth noting that mass sports prevail in China: there are many sports grounds with various fitness equipment in cities, and the vast majority of sports palaces and halls are publicly available. In addition, China has established a set of interconnected national sports centers, educational institutions, sports schools, and institutes. Special emphasis is placed on school and student sports: National Games are periodically organized for secondary school students and university students. Thus, the country has a high level of sports training for young people, which is almost 100% compliant with sports standards [12].

The Greek authorities, for example, ensure that the sports industry is accessible to citizens by providing sports programs for them free of charge or at very low prices [11]. For this purpose, municipalities have formed organizations and hired a significant number of physical education instructors. These organizations implement sports and leisure activities for all citizens, using municipal and public sports facilities, as well as improving sports centers, gyms and fitness programs to meet the increasing needs of citizens of different ages and sports programs to connect citizens with nature (mountaineering, trekking, skiing, etc.). In addition, The country is actively implementing the Sports for All program, which includes sports activities in schools, clubs, and the organization of scientific events and conferences [15].

In the USA, on the contrary, the importance of the state in the development of sports is almost eliminated: there is no government structure regulating

this area (the Ministry of Sports, for example). In addition, there are also no State instruments for financing sports and physical education. The Government's role is to approve laws and monitor compliance with existing rules and regulations. Therefore, mass sports in the USA are supported by municipal authorities, patrons, universities and schools. Organizations provide their employees with maximum opportunities for sports: they build a large number of sports facilities and complexes, free playgrounds, and gyms. In turn, Olympic sports are supported by large business representatives [3, 4].

In France, the state actively provides financial support for mass sports, giving priority to increasing the number of citizens involved in mass sports [9].

In Germany, public sports organizations and unions that receive government funding to ensure this development, such as the German Sports Union and the German National Olympic Committee, play a leading role in the development of mass sports [13]. This format of mass sports support is very effective, as German athletes show outstanding results in winter and summer sports.

In the UK, as well as in the USA, mass sports are not fully supported by the state, since the main assistance is provided by individuals who consume sports services. Therefore, the leading role is played by the fact that the British highly understand the importance of physical activity and maintaining a healthy lifestyle.

Thus, the total cost of sports in developed European countries is approximately 0.2-2% of the gross national product. For example, the share of funds from the state sports budget in the UK, Germany, Denmark, Finland, and Sweden is less than 20% of the amount of local budgets in the field of sports. The difference is 30% for Italy and France, and 40% for Spain and Portugal. The share of investments of regional, municipal and local governments in the total sports budget is 95% in the UK, 98% in Germany, 76% in Spain, 85% in Finland, 77% in France, 90% in Sweden, and 57% in Italy [2, 14]. Consequently, in foreign countries, local authorities play an important role in supporting sports [2]. Through local self-government, citizens can benefit from the positive effects of sports [14].

Thus, analyzing the foreign experience of sports management in different countries, it seems possible to conclude that mass sports are of great importance for improving the health of the population, their moral



education, providing citizens with additional abilities of self-expression, as well as for eliminating negative social phenomena. The gradual development of the sports industry in foreign countries is ensured by the joint efforts of the state, its subordinate structures, commercial organizations, as well as other institutions. Having analyzed the management of sports and physical culture in foreign countries, we will proceed to the study of the organization of sports management in the Russian Federation to identify similarities and differences in the approaches of the state and commercial organizations to the management of this field.

It is worth noting that Russian sports management was formed in stages. At the first stage, sports in Russia had state significance, was a component of state regulation to ensure state defense capability. Sailing was actively developing in the 18th century, and the first sailing schools appeared in the 19th century. Further, sports management acquired an institutional character – the Russian Gymnastic Society was established in Moscow in 1882, the Russian Olympic Committee in 1911, and the "Office of the Chief Overseer of the Physical Development of the Population in the Russian Empire" in 1913, through which two All-Russian Olympiads were held. At the second stage, the formation of sports management took place in Soviet times. The sports were managed by the USSR Committee on Physical Culture and Sports (USSR State Sports Committee). He played a leading role in financing physical education and sports, supplying sports equipment, and shaping sports infrastructure and facilities. At this time, a research base is being actively created: educational institutions are implementing training areas in the field of physical culture and sports. However, even at this stage, there is almost no commercialization of the sports sector.

Already at the third stage, a situation arises in Russia in which the field of sports is being commercialized: Sport is becoming an enterprise, and the degree of comprehensive state control and planning is decreasing. The main functions of government agencies are to standardize the rules of sports and implement major events [8, 10].

Currently, it is worth noting that in the Russian Federation the main role in supporting sports is played by the state. Financing is provided through state and municipal programs. This method of financing is very effective and flexible, since it ensures the targeted use of resources, allows making changes to activities and

resources in accordance with external and internal environmental factors, takes into account the interests of society in the first place, and is aimed at meeting their needs [5, 6].

However, along with the advantages of this approach to sports management, there are also certain disadvantages: financial support for these programs is based on the availability of funds in the budget, there are almost no extra-budgetary sources of funding, as well as optimal methods for calculating the effectiveness of programs, programs are developed for quite a long time, while prompt decision-making is periodically required.

The entire management of the sports industry is entrusted to the Ministry of Sports of the Russian Federation: this government body manages mass and Olympic sports, and heads the work of national sports federations. In addition, Russia has a system of youth sports schools and voluntary sports societies. It is also important to note the approval by the decree of the Government of the Russian Federation dated September 30, 2021. No. 1661 of the program "Development of physical culture and sports", which is the basis of the state policy in the field of physical culture and sports.

Conclusions. Thus, analyzing the management experience in the field of sports and physical education in Russia and abroad, it seems possible to draw the following conclusions: in foreign countries, the practice of supporting mass sports prevails through the joint efforts of the state, regional and municipal structures and commercial organizations, or solely through the efforts of large business representatives, while in the Russian Federation, the practice of supporting mass sports is The state plays a key role in sports. In addition, in the Russian Federation, a program-oriented approach to supporting the sports industry is very effective, ensuring a balance between federal and regional events and contributing to the development of physical culture and sports in the territories of municipalities. Undoubtedly, such increased attention to mass sports entails its modernization and gradual transformation in the context of external and internal changes taking place in the Russian Federation.

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