

**FEATURES OF THE MARKETING ACTIVITIES OF THE RUGBY
CLUB "OLYMPUS" KHARKIV**

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Purpose: to determine the features of the marketing activities of the "Olympus" rugby club for its further improvement.

Material and methods: using PEST-analysis, the influence of the external environment on the activities of the "Olympus" rugby club was characterized. Using SWOT-analysis, the opportunities and threats of the external environment and the strengths and weaknesses of the internal environment of the "Olympus" rugby club were identified. The survey was conducted among 10 organizational and managerial staff of the rugby club "Olympus" Kharkiv in order to determine the opinion of respondents regarding various aspects of its activities, as well as among 25 club rugby athletes in order to identify needs and priorities, motivate team players.

Results: substantiate the need for a marketing strategy, the development process of which in our study included 3 stages: analysis of the external and internal environment of the club; formation of goals, main directions and marketing complex; implementation and evaluation of marketing strategies. The organizational structure of the "Olympus" rugby club, its logo, and an analysis of the club's marketing communications are analyzed.

Conclusions: as a result of the study, we developed a marketing strategy for the "Olympus" rugby club and a plan for its practical implementation. The results of the

expert evaluation indicate that the marketing strategy we have proposed has the high expected effectiveness, scientifically justified, and real for implementation.

Keywords: rugby club, marketing, strategy, plan, marketing environment, marketing activities.

Introduction

In the basic regulatory documents of the sphere of physical culture and sports indicates that attracting the population to regular physical education and sports is a priority of state policy. As you know, rugby is an effective means of physical education and sports training, in particular for children and youth. Today, rugby is a dynamic and spectacular sports game that is cultivated on all continents [1].

In recent years, Kharkov has received the status of the real capital of rugby Ukraine. Kharkov club "Olympus" is the most titled Ukrainian rugby club, which has collected a huge collection of sports awards. Athletes of the Kharkiv Olimp Rugby Club make up the personnel base of the Ukrainian national rugby team [8].

An analysis of recent studies and publications indicates that the work of A.A. is devoted to scientific research on improving the training process of rugby players. A.A. Martirosyan [4], O. Sabirova [9], V.O. Muchy [6], O.M. Kvasnytsi [3], V.V. Pasko [7] and other scientists. The main attention of the authors is focused on the consideration of improving the technical, tactical and psychological training of rugby players, on solving the problem of socialization of the personality of a rugby athlete, on finding the most effective ways to organize the training process.

However, at present, scientists have considered only certain aspects of the problem of managing organizational, managerial and marketing activities of organizations whose activities are aimed at the development of rugby in Ukraine: V.V. Pasko, O.B. Podolyanina, A.A. Martirosyan, I.Yu. Filenko [8]. It was revealed that the problems of the activities of rugby clubs still remain outside the field of view of researchers. The relevance of this work is determined by the need to study the organizational, managerial and marketing activities of rugby clubs in today's

conditions and the introduction of the scientific foundations of management in the practice of their work.

Purpose of the study is to determine the features of the marketing activities of the "Olympus" rugby club for its further improvement.

Material and Methods of the research

In the course of our study, a set of mutually complementary methods of scientific research was used, namely: analysis of literary sources; analysis of documents; system analysis; survey (questionnaire) PEST-analysis; SWOT-analysis; expert review; methods of mathematical statistics. In the course of the study, a survey was conducted among 10 organizational and managerial employees of the Olympus rugby club Kharkiv in order to determine the respondents' opinions on various aspects of its activity, as well as among 25 club rugby athletes in order to identify the needs and priorities, motivation of team players.

Results of the research

In a market economy in the field of sports, the importance of marketing is increasing [2]. In the course of our study, it was determined that the leadership of the "Olympus" rugby club does not pay enough attention to marketing issues. One of the reasons for this situation is that professional clubs traditionally consider the fan as a convinced and unconditional fan, whose emotional dependence on the game is manifested in lifelong loyalty to their favorite team, another reason for the situation is the reluctance to treat the fan as a consumer, and the club's management even don't think about developing and implementing a marketing strategy [11].

Obviously, improving the marketing activities of the club is impossible without a systematic approach, taking into account all the system-forming factors that affect the effectiveness of goals and objectives [2]. This, in turn, justifies the need to develop a marketing strategy. By "marketing strategy" we understand the totality of organizational and managerial goals, tasks and actions aimed at increasing the club's income, strengthening the image and growth of the club's sporting achievements.

The process of developing a marketing strategy in our study involved the sequential implementation of three stages, namely: research, development of a

marketing strategy, implementation and evaluation of a marketing strategy. Each next step is a logical continuation of the previous one. At the first stage “market research”, an analysis of the marketing (market) environment of the Olympus rugby club was carried out, including an analysis of the external and internal environment (identifying opportunities, threats, strengths and weaknesses of the club). At the second stage, the development of a marketing strategy took place, in particular, the formation of goals, main directions and a marketing complex. The third stage involved the implementation and evaluation of the implementation of the marketing strategy.

During the first stage of “market research”, it was found that the organizational structure of the "Olympus" rugby club is similar to professional sports clubs in all team sports. The club is headed by the president. The board of the club, headed by the president, decides all the issues of the functioning and development of the club. The current activities of the club are led by the president. The training process is led by the head coach. Assistant trainers help him. The club also has a doctor as a staff member. The strength of the team has 27 players, of which: 11 defenders, 3 midfielders and 13 forwards. The club has a children's school.

In the course of our study, an analysis of the marketing communications of the "Olympus" rugby club Kharkiv was carried out. An analysis of the official website and pages of the "Olympus" rugby club Kharkiv on social networks indicates a lack of activity regarding the club’s positioning on the Internet. The YouTube channel of the rugby club was created in 2015 and so far it has only 130 subscribers. In addition, the account of the rugby club on Instagram, in one of the most popular social networks among young people today, has not been created. The low attendance of the official site was determined. The low attendance of the official site was determined: 196 views and 40 visitors per day, 5,880 views and 1,472 visitors per month. Comparing the statistics of website traffic of such famous clubs as the football club Metalist 1925 and RSC Legion XIII, which have 3922 visitors per day, we can talk about the need to improve the site of the rugby club "Olympus".

The essence of the influence of the external environment on the club's activities was determined using PEST analysis (Table 1).

Table 1

Characteristics of the influence of the external environment on the activities of the "Olympus" rugby club, according to a staff survey (n=10)

№ i/o	Factors	Sum, \sum points	$\bar{x} + m$	%	Place
1.	Demographic environment (population endowment, population composition, level of urbanization, etc.)	21	2,1 ± 0,9	42%	5
2.	Economic environment (income level, utility tariffs, investment climate, etc.)	41	4,1 ± 0,7	82%	1
3.	Political environment (tax legislation, monetary policy, etc.)	31	3,1 ± 0,7	62%	2
4.	Sociocultural environment (cultural structure, social stability, fashion, etc.)	27	2,7 ± 0,6	54%	4
5.	Scientific and technical environment (latest technologies, etc.)	30	3,0 ± 0,6	60%	3
6.	International environment (international events, global trends, etc.)	11	1,1 ± 0,3	22%	6
$\sum_{i=1}^n xi_{max} - 50$ $\sum_{i=1}^n xi_{min} - 10$					

In the course of our study, using the SWOT analysis, an assessment of the opportunities and threats of the external environment was obtained by factors: economic; political, technological and social.

It was revealed that the greatest environmental threats are the low level of interest of the rugby population ($\bar{x}=1,1$), the shortage of qualified personnel ($\bar{x}=1,3$) military operations in the east of the country ($\bar{x}=1,4$) and others.

The main features of the "Olympus" rugby club include: the development of rugby in the city, country, world ($\bar{x}=4,9$), the economic development of the region ($\bar{x}=4,8$), the system of tax benefits and incentives ($\bar{x}=4,8$), and others.

It was revealed that the strengths of the "Olympus" rugby club Kharkiv include: its own material and sports base ($\bar{x}=4,9$), highly qualified coaches and players ($\bar{x}=4,9$), the constant champion of Ukraine in rugby ($\bar{x}=4,9$) and others. Weaknesses include: lack of a medical rehabilitation center ($\bar{x}=1,8$) lack of a "sports manager" position ($\bar{x}=2,5$) inadequate use of marketing tools ($\bar{x}=1,3$) and others.

Based on the results of a study of the marketing environment of the "Olympus" rugby club, a matrix of SWOT analysis was constructed (Table 2).

Table 2

Matrix of the SWOT analysis of the "Olympus" rugby club

Internal environment	
S Strengths	W Weaknesses
S1 – own material and sports base; S2 – modern repair of premises; S3 – highly qualified coaches and players; S4 – high corporate culture; S5 – the ability to leave the team to compete abroad S6 – use of innovative training techniques; S7 – the constant champion of Ukraine in rugby; S8 – the presence of a children's school; S9 – use of Internet resources; S10 – positive reputation of the club	W1 – lack of a gym with modern equipment; W2 – lack of a medical rehabilitation center; W3 – lack of the position of "sports manager"; W4 – unreasonable long-term management planning; W5 – lack of funds for the recovery of players; W6 – lack of computer information technology; W7 – presence of strong competitors; W8 – lack of psychological support for athletes; W9 – lack of effective propaganda, advertising; W10 – underutilization of marketing tools
External environment	
O Opportunities	T Threats
O1 – stability of the national currency; O2 – availability and availability of credit funds; O3 – economic development of the region; O4 – political stability; O5 – system of tax benefits; O6 – the emergence of new equipment, inventory and the like; O7 – construction of new modern sports facilities; O8 – development of Internet technologies; O9 – population income growth; O10 – public commitment to sporting events; O11 – Rugby development in the city, country, world	T1 – inflation growth; T2 – economic crisis; T3 – increase in taxes, tariffs for utilities; T4 – military operations in the east of the country; T5 – insufficient development of the legal framework; T6 – the emergence of new competitors; T7 – outdated material and technical base; T8 – low attendance of matches; T9 – low level of interest in the rugby population; T10 – deficit of qualified personnel (trainers); T11 – low social security

Thus, the analysis of the marketing environment of the "Olympus" rugby club Kharkiv showed that it forms a competitive environment, has the potential for further development and a number of advantages, however, in the context of constant competition, issues of improving its marketing activities are becoming increasingly important.

The structure of our marketing strategy of the rugby club "Olympus" includes 7 sections: 1) the mission of the club; 2) the goals of the club; 3) target markets; 4) positioning of the club; 5) strategic goal and ways to achieve it; 6) marketing complex; 7) expected results. Based on the marketing strategy, we have developed a plan for its practical implementation. The developed plan contains measures of resource support for the implementation of the marketing strategy; events to orient the club's work towards the consumer; advertising and public relations events.

The structure of the plan includes 3 sections. The first section includes resource support measures for the implementation of the marketing strategy, the solution of which should be addressed by the club president, personnel service, and all organizational and managerial staff of the club. The section reflects activities aimed at expanding the club's personnel, conducting outreach with the club's staff regarding the fundamentals of marketing, and improving the club's material and sports work. The second section of the plan forms a block of measures to orient the work of the club towards the consumer. These measures include systematic marketing research, as well as the development of a marketing plan. The third section of the plan includes advertising and public relations activities aimed at improving the marketing activities of the rugby club in Internet resources, conducting campaign work in educational institutions to attract children to classes in a children's rugby school, and concluding cooperation agreements.

To identify the expected effectiveness of the marketing strategy we proposed, we conducted an expert assessment among the organizational and managerial staff of the club who took part in our study, and among academic experts in the field of sports marketing in the amount of 10 people (Table 3).

Table 3

The results of the expert evaluation of the expected effectiveness of the marketing strategy of the "Olympus" rugby club

Objects of examination	Experts, $m=10$										$\sum_{i=1}^n x_i$	Place
	1	2	3	4	5	6	7	8	9	10		
Strengthening the image of the club	5	5	5	5	5	5	5	4	4	5	48	1

Improving the club management mechanism	3	2	2	3	2	2	2	1	1	3	21	4
Development of initiative and creativity in organizational and managerial activities	2	1	1	1	1	1	1	1	2	1	12	5
Improving the competitiveness of club	5	5	4	4	4	4	4	4	4	4	42	2
Activation of promotional activities	2	3	3	2	3	3	3	3	2	3	27	3

Remark: $\sum_{i=1}^n x_{i\max} = 50$; $\sum_{i=1}^n x_{i\min} = 10$ $\sum_{i=1}^n \left(\left(\sum_{j=1}^m x_{ij} \right) - \bar{x} \right)^2 = 850$

According to the results, the experts praised the possibility of strengthening the image of the club (48 points). The level of agreement of experts is high and confirms the reliability of the examination. The concordance coefficient was $w = 0.8$.

Conclusions / Discussion

The results of the study confirm the prevailing opinion that the problem of improving the organizational, managerial and marketing activities of subjects of the sphere of physical culture and sports does not lose its relevance [5; 10; 12]. The authors of the work reasonably considered the marketing activities of sports organizations, the nature, methods and technologies of marketing research, the process of forming a marketing strategy, and the like. In our study, for the first time, a comprehensive description of the organizational, managerial and marketing activities of a rugby club was carried out based on an analysis of its market (marketing) environment.

Research on improving the marketing activities of professional sports clubs was further developed. In the course of our study, using the PEST analysis, we determined the degree of influence of the external environment on the activities of the "Olympus" rugby club Kharkiv under study. The main opportunities and external threats were identified, the strengths and weaknesses of the activities of the "Olympus" rugby club were identified, on the basis of which the matrix of the SWOT analysis was built.

Based on the results of our own research, we developed a marketing strategy for the "Olympus" rugby club and a plan for its practical implementation. The results

of the expert assessment indicate the high expected effectiveness of the marketing strategy.

We associate the **prospects for further research in this direction** with the study of the brand-marketing communications of the "Olympus" rugby club in modern conditions of operation and the development of the club's brand strategy.

Conflict of interests. The authors declare that no conflict of interest.

Financing sources. This article didn't get the financial support from the state, public or commercial organization.

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Received: 04.06.2020.

Published: 26.06.2020.

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