

Factors of development of children's sports schools in rural areas

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Abstract. The article presents an analysis of the external and internal environment of children's sports schools in rural areas in the form of a SWOT matrix. Children's sports schools in rural areas are distinguished by a huge set of sports disciplines, many their own facilities and a low pricing policy. Among the most significant disadvantages are the lack of active promotion of schools and a small percentage of paid services compared to budget ones. To improve the situation of children's sports schools in rural areas, it is proposed to create a promotion program that will help increase the number of students and affect the growth of the organization's income.

1 Introduction

Sports organization a legal entity, regardless of its organizational and legal form, carrying out activities in the field of physical culture and sports as the main activity. The market for physical education and sports in the Russian Federation is mainly represented by state and municipal organizations. The goal of the effective management of the state physical education and sports organization is a constant desire to meet the needs and sports interests of various categories of the population in physical education and sports services. This goal is only possible based on a comprehensive assessment of customer satisfaction.

One of the types of physical education and sports organizations are children's sports schools. Such organizations are municipal budgetary educational institutions whose main goal is the implementation of educational activities on additional general educational programs for children under 18 years of age and the implementation of services in the interests of the individual, society, and the state.

Children's sports schools are non-profit sports organizations since the purpose of their activities is not to make a profit. At the same time, non-profit organizations can carry out business activities, but only to achieve the goals for which they were created. As noted in the works [1-3], activities in the field of physical culture are considered in the concept of social marketing, which requires considering the interests of consumers on the one hand, and the interests of society on the other [4,5]. This means that customer needs come to the fore, as well as social indicators and the associated pedagogical effect. In the marketing of sports services Kahle [6] and Ferrand [7], the main criterion should be end-user inquiries [8]. Accordingly, the authors Shannon [9] and Roy [10] propose the use of a wide range of analytical tools survey methods.

2 Methodology

The research methodology includes the combination of survey technology and SWOT-analysis for the formation of solutions in the management of the municipal sports organization.

As part of an independent quality assessment, in September-October 2021, a survey was conducted of citizens - recipients of services in the field of physical culture and sports. A total of 119 people were interviewed. Respondents were adult beneficiaries or parents of minors. The respondents' data is shown in Figure 1.

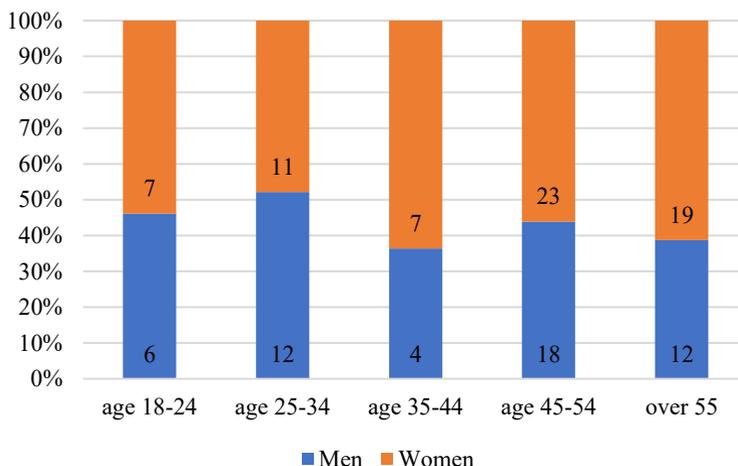


Fig. 1. Database of survey respondents

After assessing the quality of services by questionnaire methods, a generalization of the factors of a municipal sports organization's activities was carried out based on an analysis of its internal and external environment, including a strategic analysis of activities, a SWOT analysis and competitiveness analysis using a competitiveness polygon.

As a rule, the analysis considers the following factors of the internal environment that affect the activities of a children's sports school: organizational structure, sources of funding for activities, material, and technical base, labour resources, scientific and information resources. The external factors affecting the activities of municipal sports organizations include: the number of municipal subsidies, sports legislation, taxes, the economic situation in the country, the transfer of property rights to property and so on.

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3 Results and Discussion

Next, we present the results of the study. Table 1 presents the results of a survey of recipients of municipal services in children's sports schools in rural areas.

Table 1. Quality assessment of the services provision in children's sports schools in rural areas, %

Quality indicators	Evaluation of the quality of services in %			
	Satisfied	Partially satisfied	Not satisfied	Difficult to answer
Building condition (premises)	68,3	27,5	4,2	-
Inventory status	89,4	10,6	-	-
The ability to get background information about the services provided	52,2	36,1	8,5	3,2
Satisfaction with personal interaction with the coaching staff	55,4	34	10,6	-
Service waiting conditions (conditions of waiting for children until the end of classes in the parents section)	55,7	34	10,3	-
Satisfaction with the opening hours	89,4	4,2	6,4	-
Satisfaction with employee competence	89,4	0	4,2	6,4
To what extent are you satisfied with the activity of the children's sports school?	59,6	23,4	-	17

As can be seen from the table, most consumers are satisfied with the activities of the municipal sports organization, however, it is necessary to note the partial satisfaction of consumers with personal interaction with the coaching staff and the opportunity to get background information about the services provided. These service parameters need to be improved.

According to the results of the analysis was formed a generalized matrix of the SWOT-analysis, presented in Table 2.

Table 2. The matrix of SWOT analysis of the activities of sports schools in rural areas

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. High qualification of the teaching staff 2. Minor staff turnover 3. The high level of quality of budget services 4. Low pricing policy 5. A large number of sports departments 6. A large number of infrastructure in fairly good condition 7. A large number of athletes studying on a budgetary basis 8. Good reputation due to the large number of athletes who have won various titles 	<ol style="list-style-type: none"> 1. Lack of time for the implementation of paid services 2. Low income from paid activity 3. Dependence on state authorities 4. Sports facilities are located in different places 5. Incomplete and sometimes untimely provision of equipment, inventory and outfit 6. The lack of own accounting (only central in the Office of Sports of the Sverdlovsk region) 7. Poor development of scientific and information resources, incl. advertising 8. The lack of young and promising coaches
Opportunities	Threats
<ol style="list-style-type: none"> 1. State policy in the field of physical culture and sports will attract more people 2. Changes in the legislation of the Russian Federation, which will have a positive impact on municipal educational institutions 3. Transfer to use and management of a new high-tech sports facility 4. Attracting new consumer groups (people with disabilities) 5. The introduction of innovative educational technologies and changing the usual system of training 6. The emergence of new paid services 	<ol style="list-style-type: none"> 1. Reduction or invariance of the amount of municipal subsidies from the budget of the Sverdlovsk region 2. Inflation 3. The increase in the volume of municipal tasks 4. The emergence of new taxes and an increase in tax rates 5. The increase in the cost of utility payments; 6. Reducing the standard of living of the population

Children's sports schools in rural areas are distinguished by a huge set of sports disciplines, many their own facilities and a low pricing policy. Among the most significant shortcomings can be called the lack of active promotion of the school and a small percentage of paid services compared with the budget.

As for the external environment of the organization, the Russian economy is in an unstable state, so the incomes of the population are falling and the municipal budget also does not increase, which significantly affects the number of people involved in sports. In addition, the state policy now cannot be called favorable for the activities of such organizations, since new taxes constantly appear and utility payments increase, which occupy a significant part of expenses. However, currently, the state is actively creating strategic programs for the development and support of sports in the Russian Federation. Consequently, soon may be followed by favorable changes in sports legislation and in the system of training athletes.

4 Conclusion

Thus, because of the conducted research, the strengths, and weaknesses of the development of children's sports schools in rural areas were identified. The most vulnerable point is the lack of an effective promotion strategy, a strong link in comparison with competitors is the range of services and the price for them.

To improve the situation of children's sports schools in rural areas, it is proposed to create a promotion program that will help increase the number of students and affect the growth of the organization's income. Considering that the number of Internet users is growing every day, it will be effective to place your ads on various portals, forums, sites, on those where people read the news, because these sites are usually the most visited, as well as to actively develop pages in social networks such as Vkontakte and Instagram.

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