

IZAZOVI SAVREMENOG SPORTSKOG MENADŽMENTA

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Apstrakt

Skoro dva veka dug tok i razvoj modernog sporta susretao se sa nizom izazova i promena koje su prouzrokovale značajne promene u sportskom menadžmentu na globalnom nivou. Promene u sportskoj industriji utiču na sportiste, vlasnike timova, navijače i društvo u celini. U razvijenim tržišnim ekonomijama, sve veći broj ljudi profesionalno je uključen u oblast sporta i to ne samo kao sportisti, već u upravljanju različitim procesima, aktivnostima, događajima, ljudskim resursima i gotovim proizvodima povezanim sa sportom. Razvoj tehnologije takođe ima konstantan uticaj na razvoj sporta od primene u trenažnoj tehnologiji, preko upotrebe savremenih informacionih tehnologija u procesu treninga, takmičenja, do praćenja sportskih događaja, komunikacije sa navijačima i dr. Izazovi savremenog sportskog menadžmenta su mnogobrojni i zahtevaju relevantne veštine za široku lepezu poslova koje on obuhvata. Potreba za sistematskim upravljanjem svim elementima sporta naglašava značaj sportskog menadžmenta koji je orijentisan ka dugoročnom uspehu i dobrobiti, kako za sportsku industriju, tako i za sportiste i sportske organizacije.

Ključne reči: globalni sport, menadžment, međunarodne sportske organizacije

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Uvod

Globalni svetski pokret, poslednjih decenija sve više prisutan u svim segmentima života, zauzeo je značajno mesto u sportu i posledično, sportskom menadžmentu. Sport uvek donosi osećaj nacionalnog ponosa koji je neuporediv sa bilo kojim drugim oblikom zabave (Saini, 2020). Tokom godina evoluirao je kao zapažen sektor ekonomije, predstavljajući bezbroj mogućnosti za ostvarenje sportskih i poslovnih karijera. Kao specijalizovana naučna oblast, sportski menadžment intenzivno se razvija u poslednje tri decenije i još uvek pokazuje pozitivan trend rasta (Avakumović i dr., 2021), za koji se očekuje da će se nastaviti istim tempom i u narednim godinama.

Sportski menadžment se odnosi na upravljanje svim poslovnim pitanjima vezanim za sport i to: svim administrativnim aspektima sportskih timova, sportskih klubova, sportista, sportskih objekata i sportskih događaja. Prisutan je na svim nivoima na kojima se sport igra - od škola do fakulteta i od lokalnog, nacionalnog do međunarodnog nivoa (Opačić i dr., 2021). Postoji mnogo različitih mogućnosti za profesionalni razvoj u oblasti sporta i sportskog menadžmenta (Tešić i dr., 2021). Promocija sporta u svim sferama društva pored toga što osigurava inkluzivnost, stvara i mogućnosti zapošljavanja velikog broja zainteresovanih stručnjaka (Mihajlović i dr., 2020). Savremeni sport, koji je odavno postao inspirativan, privlačan, sveobuhvatan, izaziva emocije i sportska industrija se brzo razvija širom sveta.

Savremeni sport se kroz vek i po svog postojanja suočavao sa mnogim izazovima koji su uticali na delovanje sportskog menadžmenta u pravcu iznalaženja rešenja. Odluke sportskog menadžmenta nekad su dovodile do promena, a bilo je i situacija kada su nailazile na otpor (Ilić, 2006).

Transformacije u sportu u poslednjih pola veka bile su brojne i nametale su transformaciju u sportskom menadžmentu. Broj održanih sportskih događaja koji su bili pod jurisdikcijom međunarodne asocijacije letnjih olimpijskih sportova se sa 90 u 1970. godini povećao na preko 8400 u četvorogodišnjem olimpijskom ciklusu 2013-2016. godine (ASOIF, 2019). Ovaj rapidni porast sportskih događaja podrazumevao je ogromno angažovanje menadžmenta domaćina sportskih dešavanja. Ovako veliki broj održanih sportskih događaja bilo je moguće organizovati zahvaljujući prvenstveno razvoju i posledično podršci IT i komunikacione tehnologije. Koristeći internet, međunarodne granske sportske organizacije su mogle da organizuju mnogo veći broj sportskih događaja. ASOIF definiše 3 perioda razvoja međunarodnog sporta i to:

I period (1880 - 1959) – osnivanje međunarodnih granskih sportskih federacija u cilju definisanja pravila za svaku sportsku granu kako bi se nesmetano odvijala takmičenja između pojedinaca i timova iz različitih država. U ovom periodu putovanja su se izvodila uglavnom kopnenim i vodenim putem što je svakako uticalo na organizaciju održavanja međukontinentalnih ili svetskih sportskih nadmetanja (Vukša i dr., 2020).

II period (1960 - 2000) – dolazi do ubrzanog komercijalnog razvoja sportskih takmičenja vođenih biznis interesom i rapidnog porasta popularnosti sporta zahvaljujući televizijskim prenosima. Ovo je zahtevalo odgovornost Međunarodne sportske federacije u daljem radu, što je rezultiralo postavljanjem temelja savremenom sportu. Ustanovljen je globalni kalendar sportskih događaja, radi se na razvoju omladinskog sporta kao baze za elitni i profesionalni sport i ostvaruju se prvi prihodi. Vrednost i popularnost sportista i timova raste i definišu se međusobne relacije. Kao jedan od značajnih činioca Olimpijskog pokreta⁵, međunarodne sportske federacije zazuzimaju svoju poziciju u globalnom sportskom pokretu zadržavajući autonomnost i odgovornost u okviru svog resora. Na Olimpijskim igrama u Barseloni 1992. godine, svaka granska Međunarodna sportska federacija čiji sportisti su učestvovali na Olimpijskim igrama, od Međunarodnog olimpijskog komiteta je dobila po 1,5 miliona \$. Od tada međunarodne sportske federacije počinju da ostvaruju prihode sa njihovim konstantnim porastom. Ovaj period takođe definiše relacije pojedinih Međunarodnih sportskih federacija (ATP) ili sportskih liga (NBA, NHL) u globalnom sportskom pokretu, imajući u vidu da su ove sportske organizacije bave profesionalnim sportom gde je profit imperativ.

III period (2001 - 2019) – dolazi do diferencijacije međunarodnih sportskih federacija u zavisnosti od praćenja njihovog sportskog sadržaja bilo direktnim ili digitalnim putem. Zahvaljujući televiziji i globalnim društvenim mrežama, sport je postao dostupan svima širom planete. Masovna zainteresovanost za praćenje sportskih događaja dovela je do toga da prihodi sportista u pojedinim sportskim granama dostižu enormne cifre (ASOIF, 2019).

Imajući u vidu razvoj globalnog sporta postavlja se pitanje koji izazovi se postavljaju pred savremeni sportski menadžment. Najobimniji pregled savremenih izazova u sportu predstavio je Byers u publikaciji koja sadrži radove velikog broja autora (2016). Prvi deo navedene publikacije obuhvata globalna pitanja i odnosi se na: Globalni sport - uticaj na korporacije i institucije; Komercijalizaciju sporta; Tehnologiju i inovacije u sportu;

⁵ Olimpijski pokret čine Međunarodni olimpijski komitet (IOC), Međunarodne sportske federacije (IF's) i Nacionalni olimpijski komiteti 203 države članice (NOC's) (IOC, 2020).

Korupciju u sportu; Globalnu ekonomiju sporta; Etičko ponašanje i vrednosti u sportu; Politiku i sportsko upravljanje; Međunarodno sportsko pravo; Medije i komunikacije: Upravljanje ljudskim resursima u sportu; Strateški menadžment; Životinje u sportu. Drugi deo navedene publikacije odnosi se na nacionalna pitanja sporta: Sportsku politiku; Mega sportske događaje; Učešće u sportu; Liderstvo u sportu; Rodnu ravnopravnost; Upravljanje performansama; Doping u sportu; Kockanje i industriju kladenja u sportu; Finansiranje sporta; Dogovaranje utakmica u međunarodnom sportu; Sport za invalide. Treći deo publikacije obuhvata organizaciona pitanja: Vlasništvo; Izazove društvenih medija; Upravljanje društvenim medijima u sportu; Upravljanje markom u sportu; Upravljanje krizama; Seksualnost: Homohisterija i izlazak u sport; Odanost navijača u sportu; Poverenje i kontrolu u sportskim organizacijama; Sponzorstvo u sportu; Transgresije sportista: implikacije za sportske menadžere; Društvenu odgovornost preduzeća kroz sport. Četvrti deo se bavi zaposlenošću u oblasti sportskog menadžmenta (Byers, 2016).

Neizostavno se mora uočiti brojnost izazova koji se stavljaju pred globalni sportski menadžment u cilju iznalaženja najboljih rešenja za sport. Svakako svetska literatura u oblasti sporta pruža bezbroj informacija o mogućim pravcima i tendencijama razvoja kvaliteta u sportu omogućavajući menadžerima ozbiljnu bazu podataka za njihovo dalje istraživanje i analizu.

Prateći savremene trendove u sportskom menadžmentu Maryvill univerzitet (Maryvill University) iz SAD na svom blogu ukazuje na značaj kvalitetnog obrazovanja u oblasti sportskog menadžmenta (Ilić & Tasić, 2021). Budući studenti se informišu da kao budući menadžeri sportskog poslovanja moraju biti svesni sledećeg: da je prisutna rastuća popularnost video igara dovela je do e-sporta, čija takmičenja privlače velika ulaganja i obrt novca; da promene u sportskoj industriji utiču na sportiste, vlasnike timova, navijače i društvo u celini; da se profesionalni sportisti mogu više fokusirati na direktno povezivanje sa svojim obožavaocima zahvaljujući platformama društvenih medija i drugim tehnološkim aplikacijama što im omogućava potpuno nov i direktan način angažovanja sa svojim navijačima (fanovima) (Maryvill University Blog, n.d.).

Međutim, pored navedenih, pojavili su se novi, nepredviđeni izazovi sa kojima se sport na globalnom nivou suočavao tokom 2020. i 2021. godine.

Cilj rada i korišćena metodologija

Prikazano istraživanje treba da ukaže da li postoje i koji su izazovi savremenog sportskog menadžmenta. Cilj istraživanja je da se kroz

sveobuhvatno sagledavanje i razumevanje problema i dimenzija izazova sa kojima se savremeni sportski menadžment susreće na globalnom nivou, ukaže na rešenja kojima je pristupljeno u funkciji održivog razvoja sporta. Globalni pristup problemu istraživanja nametnuo je sledeća istraživačka pitanja:

1. Koje organizacije su kreirale dokumenta kojima se utvrđuje položaj i razvoj sporta na globalnom nivou?
2. Da li se globalni sportski menadžment suočava sa izazovima koji nisu obuhvaćeni navedenim strategijama?
3. Da li je prisutna neusaglašenost sportskog menadžmenta u rešavanju izazova koja može da utiče na sportiste i organizaciju sportskih događaja?

U ovom istraživanju primenjen je metod teorijske analize imajući u vidu aktuelnost teme. Sva zvanična dokumenta koja se bave istraživanom problematikom kao i naučni radovi korišćeni u istraživanju dostupni su u elektronskom formatu. Njihovom analizom sadržaja mogao se na jasan i nedvosmislen način ostvariti formulisani cilj istraživanja.

Rezultati rada sa diskusijom

Pojava izazova u globalnom svetu sporta diktirala je izradu velikog broja dokumenata od strane vodećih svetskih organizacija. Kao odgovor na pojavu određenih izazova u segmentu sporta, nastajale su strategije razvoja i održivosti sporta koje su sportska tela od globalnog do lokalnog nivoa objavila.

UN u Agendi 2030 koja se odnosi na transformaciju sveta u kom živimo i njegov održivi razvoj ukazuje da je sport takode važan oslonac održivog razvoja i da je rastući doprinos sporta prepoznat u ostvarivanju razvoja mira u njegovoj promociji tolerancije i poštovanja kao i doprinosu u osnaživanju žena (https://treaties.un.org/doc/source/ocs/unesco_res_5_9.2_1-E.pdf, Art 1, 32UN, 2015, 14).

Kancelarija „Sport za mir i razvoj“ UN veoma je aktivna, kako po publikaciji velikog broja dokumenata u svrhu ostvarenja svojih ciljeva, tako i po sprovođenju velikog broja projekata u svetu. Osnovna svrha postojanja ove specifične kancelarije UN je da se kroz plansko korišćenje sporta, fizičke aktivnosti i kroz igru postignu posebni razvojni i mirovni ciljevi, uključujući milenijumske razvojne ciljeve (UNOSDPa, n.d., 3).

U dokumentu koji daje pregled ciljeva za sport i održivi razvoj, pomenuta Kancelarija UN je prikazala 17 ciljeva koji su svaki ponaosob detaljno

raščlanjeni (UNOSDPb, n.d.). Ciljevi ovog globalnog pokreta koji se odnose na sport i njegov održivi razvoj su:

1. Okončati siromaštvo u svim njegovim oblicima u celom svetu,
2. Okončati glad i poboljšati ishranu,
3. Osigurati zdrav život i promociju blagostanja za sve u svim uzrasnim kategorijama,
4. Osigurati inkluzivno i ravnopravno kvalitetno obrazovanje i promovisati mogućnosti doživotnog učenja za sve⁶,
5. Postići rodnu ravnopravnost i osnažiti sve žene i devojčice,
6. Osigurati dostupnost i održivo upravljanje vodama i sanitarijama,
7. Osigurati i učiniti pristupačnim, pouzdanim, održivim i modernim energije za sve
8. Promovisati održiv i uključiv ekonomski rast i produktivno zaposlenje i pristojan rad za sve,
9. Izgraditi otpornu infrastrukturu, promovisati inkluzivnu i održivu industrijalizaciju i podsticati inovacije,
10. Smanjiti nejednakost unutar i među zemljama za sve,
11. Učiniti gradove i ljudska naselja inkluzivnim, sigurnim, otpornim i održivim, osigurati održive obrasce potrošnje i proizvodnje,
12. Preduzeti hitne mere u borbi protiv klimatskih promena i njihovih uticaja,
13. Očuvati i održivo koristiti okeane, mora i morske resurse,
14. Zaštititi, obnoviti i promovisati održivo korišćenje kopnenih ekosistema, održivo upravljanje šumama i zaustaviti gubitak biodiverziteta,
15. Promovisati mirna i inkluzivna društva za održivi razvoj,
16. Omogućiti pristup jednakim pravima za sve i izgraditi efikasne, odgovorne i inkluzivne institucije na svim nivoima,
17. Ojačati načine implementacije i revitalizovati globalno partnerstvo za održivi razvoj (UNOSDPb, n.d.).

Navedeni ciljevi sami po sebi ne ukazuju da je reč o sportu, i upravo ovde veštine sportskih menadžera mogu doći do izražaja, s obzirom da ih treba ostvariti kroz sportske projekte(Reperger, 2007)..

⁶ Izraz „za sve“ podrazumeva celokupnu populaciju na planeti bez obzira na uzrast, pol ili neke druge odrednice. Preuzet je iz pokreta „Sport za sve“ (Sport for all).

Savet Evrope je bila najstarija međunarodna organizacija u Evropi, a i danas je međunarodna organizacija sa najvećim brojem država članica iz Evrope. U periodu 1967. do 1989. godine Savet Evrope doneo je jedan broj rezolucija o sportu. Među najpoznatijima je svakako Evropska povelja o sportu, a možda jedna od najvažnijih je Konvencija protiv dopinga u sportu, koja je doneta 1989. godine u sedištu Saveta Evrope, u Strazburu. Stupila je na snagu 1990. godine, u trenutku kada je Konvenciju ratifikovalo pet država, što je ujedno bio trenutak kada su ispunjeni uslovi za njeno stupanje na snagu predviđeni samom Konvencijom. Dopunjavana je više puta, i trenutno važeća je iz 2005. godine (Council of Europe. n.d.)(Mihajlović i dr., 2018).

Sportska privreda je možda najznačajniji činilac u vezi između Evropske unije (EU) i sporta. Sport je u žiži interesovanja EU uvek kada se unutar sporta vrši privredna delatnost. U kontekstu ove tvrdnje, Evropski komitet je izdao 1991. godine saopštenje pod naslovom „Evropska zajednica i sport“. Ovo je bio prvi dokument koji se bavio isključivo temom sporta. Početkom 90 - tih godina prošlog veka Evropski komitet je osnovao instituciju pod nazivom Evropski sportski forum sa zadatkom savetnika. Prvi forum je organizovan 1991. godine, a od tada zainteresovane sportske organizacije se sastaju svake jeseni (Evropska komisija 2011).

Lisabonski ugovor (Reformski ugovor) je međunarodni sporazum potpisan 2007. godine i predstavlja značajno poboljšanje u odnosu na ranije EU ugovore. U glavi XII, čl. 165-2 u stavu 7 dat je stav o sportu u EU: *„razvijanje evropske dimenzije u sportu, promocijom nepristranosti i otvorenosti na sportskim takmičenjima i saradnje među telima nadležnim za sport kao i zaštitom telesnoga i moralnoga integriteta sportista i sportiskinja, naročito najmlađih“*.

Najznačajnija planetarna sportska organizacija je Međunarodni olimpijski komitet (MOK). Pod njegovim rukovodstvom funkcioniše Olimpijski pokret, koji obuhvata organizacije, sportiste i druga lica koja pristaju da se ponašaju u skladu sa Olimpijskom Poveljom. Olimpijska Povelja je dokument kojim su definisani ciljevi, misija, prava i obaveze članova i dr. Na snazi je dokument iz 2020. godine, a značajno je napomenuti da je odgovarajući na izazove sa kojima se suočavao sport, MOK dopunjavao ili revidirao ovaj dokument oko 70 puta od 1984. godine, kako bi ispratio svaki novonastali izazov. Tako su nastajali brojni dokumenti koji su pored Olimpijske povelje podržavali održivi razvoj sporta (Agende, strategije, preporuke). Kako su preko članstva u MOK u Pokret uključene i Međunarodne sportske federacije, Nacionalni olimpijski komiteti, Organizacioni Komiteti Olimpijskih Igara, nacionalne asocijacije, klubovi i lica koja im pripadaju, to podrazumeva da pripadnošću Olimpijskom

pokretu svi navedeni entiteti su u obavezi da se ponašaju u skladu sa Olimpijskom Poveljom i da se pridržavaju odluka MOK.

Broj izazova koji se postavlja pred sportski menadžment je sve veći. Samo u protekle dve godine (2020. i 2021.) globalna sportska javnost je mogla da uoči izazove i promene koje su nastupile na polju sporta o kojima nije bilo pomena u velikom broju prediktivnih istraživanja u oblasti sporta.

Tokom 2020. godine pandemija COVID-19 je svojom pojavom uticala na sve segmente života na celoj planeti, a time i na segment sporta. Brojna istraživanja na temu uticaja pandemije COVID-19 na sport su se bavila održivim razvojem sporta, zdravljem sportista, mogućnošću bavljenja školskim, rekreativnim i vrhunskim sportom uz primenu preporučenih mera (Šiljak et al, 2021). MOK je u cilju očuvanja zdravlja sportista i smanjenja širenja uticaja COVID-19 ostvario partnerstvo sa Svetskom zdravstvenom organizacijom (WHO, 2020). Pored toga, osnovao je „Medicinsku COVID-19 bazu“ u kojoj su angažovani međunarodni stručnjaci za respiratorne bolesti kako bi se u pojavi infodemije podataka o pandemiji COVID-19 izdvojili oni podaci koji su tačni (IOC, 2021; Šiljak et al, 2021).

Prisustvo pandemije COVID-19 je između ostalog uticalo i na finansijski segment sporta. Nemogućnost slobodnog prisustva gledaoca, slabija zainteresovanost medija za posledicu imaju enormna smanjenja zarade (Horky, 2020). Takođe, organizacija i održavanje velikih sportskih događaja su doživeli brojna ograničenja i transformacije. Ovu tvrdnju smo mogli da pratimo preko odlaganja održavanja najvećeg sportskog događaja na svetu – Olimpijskih igara u Tokiju. Činjenica je da su se Olimpijske igre Tokio 2020 održale u 2021. kalendarskoj godini uz veliki broj mera koje su se odnosile na zaštitu svih lica koja učestvuju na Olimpijskim igrama: sportista, pratnje, zvaničnika, dobrovoljaca, sponzora, medija, gledaoca domaćina. Organizacioni komitet Tokio 2020 je objavio uputstva za svaku od navedenih grupa (IOC, 2021). Najbolji primer da su finansije bile značajnije od zdravlja sportista su termini održavanja teniskih mečeva koji su usklađeni prema terminima prenosa sponzora. Višestruke žalbe tenisera su ignorisane, pa čak ni fizički kolaps Paule Badose koja je predala meč i u kolicima izvedena sa borilišta nije uticao na organizatore da izađu u susret teniserima (<https://nova.rs/sport/tokio-2020/potresne-scene-iz-tokija-teniserku-na-kolicima-izveli-sa-terena-foto/>). Tek kada je istog dana u toku svog meča teniski igrač Danil Medvedev, takođe pokazujući znakove iscrpljenosti zbog nehumanih uslova odigravanja mečeva, na pitanje sudije da li je u redu, odgovorio da može da završi meč, ali ako umre ko će da preuzme odgovornost, došlo je do pomeranja termina odigravanja mečeva

(https://sport.blic.rs/tokio-2020/tokio-2020-teniski-turnir-vrucina-ako-umrem-ko-ce-bit-kriv-spanska-teniserka/1591_qnq). Ovo pitanje ponašanja organizatora kasnije nije razmatrano i komentarisano javno upravo iz finansijskog razloga.

Još jedan neočekivani izazov sa kojom se suočio evropski sportski menadžment a ima dimenzije globalnog zbog uloge američke banke se dogodio pre Olimpijskih igara. Svedoci smo pokušaja vodećih fudbalskih timova iz Engleske, Španije i Italije da u aprilu 2021. godine osnuju Superligu Evrope, što bi dovelo do automatskog gašenja Lige šampiona. Koncept Superlige je zamišljen da bude takmičenje bogatih klubova uz finansijsku podršku J. P. Morgan Chase & Co. banke u iznosu od oko 4 milijarde evra (Nelson, 2021). Klubovi uključeni u „propali pokušaj“ osnivanja Superlige nisu želeli da igraju sa klubovima iz slabije razvijenih zemalja (Mančester junajted, Čelsi, Liverpool, Totenhem, Arsenal, Real Madrid, Barselona, Atletiko Madrid, Juventus, Milan). Smatrali su da bi mogli da dele zaradu među sobom u novoformiranoj Superligi. Iako je Superligu trebalo da čini 12 klubova, Mančester siti se nije izjasnio do samog kraja o svom opredeljenju.

Ugledan portal u oblasti finansija u fudbalu, Svis Rambl (The Swiss Ramble), utvrdio je razlog osnivanja Superlige. Na osnovu finansijskih izveštaja pomenutih 12 klubova ustanovljeno je da imaju dug od preko 8,5 milijardi evra (Kurir, 2021).

Izazov postavljen pred UEFA, Aleksandra Čeferina kao predsednika ove prestižne evropske fudbalske organizacije i njegove saradnike, rezultirao je efikasnom odlukom celog menadžment tima UEFA. Svih 12 klubova i Fudbalski savezi Engleske, Španije i Italije su obavešteni da u slučaju osnivanja Superlige, UEFA uz podršku FIFA, neće dozvoliti da igraju ni na jednom takmičenju na domaćoj, evropskoj ili svetskoj sceni, a igračima bi bilo uskraćeno da igraju za svoje nacionalne timove (Blic, 2021).

Zaključak

Analizom rezultata istraživanja može se zaključiti da su vodeće svetske organizacije prepoznale značaj sporta još polovinom prošlog veka, na taj način što su ga uključile u veliki broj svojih dokumenata. Strategije, Agende, Povelje, Rezolucije, Preporuke i druga dokumenta objavili su: Ujedinjene nacije, UNESCO, Kancelarija „Sport za mir i razvoj“, Savet Evrope, Evropska unija, Međunarodni olimpijski komitet. Dokumenta prate savremeni sport u svim njegovim fazama. U najvećem broju slučajeva sportski menadžment je delovao pravovremeno a objavljene su strategije održivog razvoja sporta do 2030. godine. Međutim, poslednje dve godine svedoci smo izazova koji su bili

iznenadni i kao takvi nisu mogli biti obuhvaćeni strategijama razvoja održivog sporta. Na izazov pokušaja osnivanja Superlige menadžent UEFA je brzo i efikasno delovao. Takođe, zbog pojave i prisustva globalne pandemije COVID-19, sportski menadžment je izradio brojna dokumenta i preporuke kako bi uz pridržavanje preporučenih mera sport mogao dalje da funkcioniše. Iako se zdravlje sportista ističe kao imperativ, događaji sa Olimpijskih igara u Tokiju su pokazali da je finansijski momenat značajniji od zdravlja sportista i tek u momentu javnog pozivanja na odgovornost zbog nehumanih uslova održavanja teniskih mečeva menadžment Olimpijskih igara je izašao u susret sportistima. Ovo ukazuje da su odstupili od jednog od važnijih načela, zdravlja sportista, zbog sportske industrije.

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CHALLENGES OF MODERN SPORT MANAGEMENT

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Original scientific paper

Abstract

The two centuries long course and development of modern sport has faced a number of challenges and changes, causing significant changes in sports management globally. Changes in the sports industry are affecting athletes, team owners, fans and society as a whole. In developed market economies, an increasing number of people are professionally involved in the field of sports, not only as athletes, but also in management of various processes, activities, events, human resources and finished products related to sports. The development of technology also has a constant impact on the development of sports in training technology, from the use of modern information technologies in the process of training, competition, to monitoring sports events, communication with fans, etc. The challenges of modern sports management are numerous and require relevant skills for the wide range of jobs it encompasses. The need for systematic management of all elements of sport emphasizes the importance of sports management that is oriented towards long-term success and well-being, both for the sports industry and for athletes and sports organizations.

Keywords: global sports, management, international sports organizations

JEL: Z20, Z29

Introduction

The global movement, which has been increasingly present in all segments of life in recent decades, has taken a significant place in sports and, consequently, in sports management. Sports always bring a sense of national pride that is incomparable to any other form of entertainment (Saini, 2020). Over the years, it

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has evolved as a notable sector of the economy, presenting countless opportunities for sports and business careers. As a specialized scientific field, sports management has been developing intensively in the last three decades and still shows a positive growth trend (Avakumović et al., 2021), which is expected to continue at the same pace in the coming years.

Sports management refers to the management of all business issues related to sports, namely: all administrative aspects of sports teams, sports clubs, athletes, sports facilities and sports events. It is present at all levels where sports are played - from schools to colleges and from local, national to international levels (Opačić et al., 2021). There are many different opportunities for professional development in the field of sports and sports management (Tešić et al., 2021). The promotion of sports in all spheres of society, in addition to ensuring inclusiveness, also creates employment opportunities for a large number of interested experts (Mihajlović et al., 2020). Modern sport, which has long since become inspiring, attractive, all-inclusive, provokes emotions and the sports industry is developing rapidly around the world.

Throughout the century and a half of its existence, modern sport has faced many challenges that have influenced the actions of sports management in the direction of finding solutions. Decisions of sports management sometimes led to changes, and there were situations when they were met with resistance (Ilić, 2006).

Transformations in sports in the last half century have been numerous and imposed a transformation in sports management. The number of sporting events held under the jurisdiction of the International Summer Olympic Sports Association increased from 90 in 1970 to over 8,400 in the 2013-2016 four-year Olympic cycle (ASOIF, 2019). This rapid increase in sporting events has meant a huge commitment from the management of the host of sporting events. Such a large number of sporting events could be organized primarily thanks to the development and consequent support of IT and communication technology. Using the Internet, international branch sports organizations were able to organize a much larger number of sports events. ASOIF defines 3 periods of development of international sports, as follows:

I period (1880 - 1959) - the establishment of international branch sports federations in order to define the rules for each branch of sports in order to smoothly compete between individuals and teams from different countries. During this period, the trips were performed mainly by land and water, which certainly influenced the organization of intercontinental or world sports competitions (Vukša et al., 2020).

II period (1960 - 2000) - there is an accelerated commercial development of sports competitions driven by business interest and a rapid increase in the popularity of sports thanks to television broadcasts. This required the responsibility of the International Sports Federation in its further work, which resulted in laying the foundations for modern sport. A global calendar of sports events has been established, youth sports are being developed as a base for elite and professional sports, and first revenues are being generated. The value and popularity of athletes and teams is growing and mutual relations are being defined. As one of the important factors of the Olympic Movement¹¹, international sports federations are taking their position in the global sports movement, retaining autonomy and responsibility within their department. At the 1992 Olympic Games in Barcelona, each branch of the International Sports Federation whose athletes participated in the Olympic Games received \$1.5 million from the International Olympic Committee. Since then, international sports federations have begun to generate revenue with their constant growth. This period also defines the relations of individual International Sports Federations (ATP) or sports leagues (NBA, NHL) in the global sports movement, bearing in mind that these sports organizations are engaged in professional sports where profit is imperative.

III period (2001 - 2019) - there is a differentiation of international sports federations depending on the monitoring of their sports content either directly or digitally. Thanks to television and global social networks, sports are becoming available to everyone around the planet. Mass interest in following sports events has led to the fact that the income of athletes in certain sports branches reaches enormous figures (ASOIF, 2019).

Having in mind the development of global sports, the question arises as to what challenges are posed to modern sports management. The most comprehensive overview of contemporary challenges in sports was presented by Byers in a publication containing the works of a large number of authors (2016). The first part of this publication covers global issues and relates to: Global sport - impact on corporations and institutions; Commercialization of sports; Technology and innovation in sport; Corruption in sports; Global Economics of Sport; Ethical behavior and values in sports; Politics and sports management; International sports law; Media and communications; Human resource management in sport; Strategic Management; Animals in sports. The second part of this publication deals with national sports issues: Sports policy; Mega sporting events; Participation in sports; Leadership in sports; Gender equality; Performance

¹¹ The Olympic Movement consists of the International Olympic Committee (IOC), the International Sports Federations (IF's) and the National Olympic Committees of 203 member states (NOC's) (IOC, 2020).

management; Doping in sport; Gambling and the sports betting industry; Sports financing; Arranging matches in international sports; Sports for the disabled. The third part of the publication covers organizational issues: Ownership; Social media challenges; Social media management in sport; Brand management in sports; Crisis management; Sexuality: Homophobia and going out in sports; Loyalty of fans in sports; Trust and control in sports organizations; Sponsorship in sports; Athlete transgressions: implications for sports managers; Corporate social responsibility through sports. The fourth part deals with employment in the field of sports management (Byers, 2016).

The number of challenges facing global sports management in order to find the best solutions for sports must be taken into account. Certainly, the world literature in the field of sports provides countless information about possible directions and trends in the development of quality in sports, providing managers with a serious database for their further research and analysis.

Following the modern trends in sports management, Maryville University from the USA points out on its blog the importance of quality education in the field of sports management (Ilić & Tasić, 2021). Prospective students are informed that, as future managers of sports business, they must be aware of the following: growing popularity of video games has led to e-sports, whose competitions attract large investments and money turnover; changes in the sports industry affect athletes, team owners, fans and society as a whole; professional athletes can focus more on connecting directly with their fans thanks to social media platforms and other technology applications, which allows them a completely new and direct way of engaging with their fans (Maryville University Blog, n.d.).

However, in addition to the above, new, unforeseen challenges have emerged that sport has faced globally during 2020 and 2021.

Aim of the paper and used methodology

Presented research should indicate whether there are challenges and what they are in modern sports management. The aim of the research is to point out the options that have been chosen in the function of sustainable development of sports through a comprehensive view and understanding of the problems and dimensions of the challenges that modern sports management faces on a global level. The global approach to the problem of research has imposed the following research questions:

1. Which organizations have created documents that determine the position and development of sports at the global level?

2. Is global sports management facing challenges that are not covered by these strategies?
3. Is there a mismatch of sports management in solving challenges that may affect athletes and the organization of sports events?

The method of theoretical analysis was applied in this research, having in mind the relevance of the topic. All official documents dealing with the researched issues as well as scientific papers used in the research are available in electronic format. Their content analysis could achieve the formulated goal of the research in a clear and unambiguous way.

Research results and discussion

The emergence of challenges in the global world of sports has dictated the production of a large number of documents by leading world organizations. In response to the emergence of certain challenges in the sports segment, strategies for the development and sustainability of sports have emerged and have been published by sports bodies from the global to the local level.

In the “Agenda 2030” on the transformation of the world we live in and its sustainable development, the UN indicates that sports are also an important pillar of sustainable development and that the growing contribution of sports is recognized in achieving development of peace, by promoting tolerance and respect and empowering women (https://treaties.un.org/doc/source/ocs/unesco_res_5_9.2_1-E.pdf, Art 1, 32UN, 2015, 14).

The UN Office for “Sport for Development and Peace” is very active, both in publishing a large number of documents in order to achieve its goals, and in implementing a large number of projects around the world. The main purpose for the existence of this specific UN office is to achieve special development and peace goals, including the Millennium Development Goals (UNOSDP, n.d., 3), through the planned use of sports, physical activities and play.

In the document that provides an overview of the goals for sports and sustainable development, the mentioned UN Office presented 17 goals, each of which is analyzed in detail (UNOSDPb, n.d.). The goals of this global movement related to sport and its sustainable development are:

1. End poverty in all its forms throughout the world,
2. End hunger and improve nutrition,
3. Ensure healthy living and promotion of well-being for all in all age categories,

4. Ensure inclusive and equal quality education and promote lifelong learning opportunities for all,¹²,
5. Achieve gender equality and empower all women and girls,
6. Ensure the availability and sustainable management of water and sanitation,
7. Provide and make affordable, reliable, sustainable and modern energy for all,
8. Promote sustainable and inclusive economic growth and productive employment and decent work for all,
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and encourage innovation,
10. Reduce inequalities within and between countries for all,
11. Make cities and human settlements inclusive, safe, resilient and sustainable, ensure sustainable patterns of consumption and production,
12. Take urgent measures to combat climate change and its impacts,
13. Preserve and sustainably use the oceans, seas and marine resources,
14. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainable forest management and stop the loss of biodiversity,
15. Promote peaceful and inclusive societies for sustainable development,
16. Provide access to equal rights for all and build efficient, accountable and inclusive institutions at all levels,
17. Strengthen implementation methods and revitalize the Global Partnership for Sustainable Development (UNOSDPb, n.d.).

These goals do not in themselves indicate that it is about sports, and this is where the skills of sports managers can come to the fore, given that they need to be achieved through sports projects (Reperger, 2007).

Council of Europe was the oldest international organization in Europe, and even today it is the international organization with the largest number of member states from Europe. Between 1967 and 1989, the Council of Europe passed a number of resolutions on sports. Among the most famous is certainly the European Charter on Sports, and perhaps one of the most important is the Convention against Doping in Sports, which was adopted in 1989 at the headquarters of the Council of Europe, in Strasbourg. It entered into force in 1990, at the time when the

¹² The term "for all" means the entire population of the planet, regardless of age, gender or other determinants. Taken from the „Sports for all” movement.

Convention was ratified by five countries, which was also the moment when the conditions were met for its entry into force provided by the Convention itself. It has been amended several times, and is currently valid from 2005 (Council of Europe. N.d.) (Mihajlović et al., 2018)

The sports economy is perhaps the most important factor in the relationship between the European Union (EU) and sports. Sports are the focus of EU interest whenever economic activity is carried out within sports. In the context of this claim, the European Committee issued a statement in 1991 entitled “The European Community and Sports”. This was the first document to deal exclusively with sports. In the early 1990s, the European Committee established an institution called the EU Sport Forum with the task of an adviser. The first forum was organized in 1991, and since then interested sports organizations have met every autumn (European Commission 2011).

The Lisbon Treaty (Reform Treaty) is an international agreement signed in 2007 and represents a significant improvement over previous EU treaties. In Chapter XII, Art. 165-2 in paragraph 7, it gives a position on sports in the EU: “developing the European dimension in sports, promoting impartiality and openness in sports competitions and cooperation between bodies responsible for sports and protecting the physical and moral integrity of athletes, especially the youngest.”

The most important planetary sports organization is the International Olympic Committee (IOC). The Olympic Movement functions under its leadership, including organizations, athletes and other persons who agree to act in accordance with the Olympic Charter. The Olympic Charter is a document that defines the goals, mission, rights and obligations of members, etc. The 2020 document is in force, and it is important to note that in response to the challenges faced by sports, the IOC has supplemented or revised this document about 70 times since 1984, in order to follow each new challenge. Thus, numerous documents were created that, in addition to the Olympic Charter, supported the sustainable development of sports (Agendas, strategies, recommendations). As the International Sports Federations, National Olympic Committees, Organizing Committees of the Olympic Games, national associations, clubs and persons belonging to them are included in the Movement through the IOC membership, this means that belonging to the Olympic Movement all these entities are obliged to act in accordance with with the Olympic Charter and to abide by IOC decisions.

The number of challenges facing sports management is growing. Only in the past two years (2020 and 2021), the global sports public was able to see the challenges and changes that have occurred in the field of sports, which were not mentioned in a large number of predictive research in the field of sports.

During 2020, the COVID-19 pandemic affected all segments of life on the entire planet, and thus the sports segment. Numerous researches on the impact of the COVID-19 pandemic on sports have dealt with the sustainable development of sports, health of athletes, the possibility of engaging in school, recreational and top sports with the application of recommended measures (Šiljak et al, 2021). The IOC has partnered with the World Health Organization (WHO, 2020) to preserve the health of athletes and reduce the spread of influence. In addition, they founded the “Medical COVID-19 Database”, which employs international experts in respiratory diseases in order to extract accurate data in the event of an infodemia of data on the COVID-19 pandemic (IOC, 2021; Šiljak et al, 2021)

The presence of the COVID-19 pandemic, among other things, affected the financial segment of sports. Impossibility of free viewer presence and weaker media interest resulted in enormous earnings reductions (Horky, 2020). Also, the organization and holding of major sporting events has undergone numerous limitations and transformations. We were able to follow this claim by postponing the largest sporting event in the world - the Olympic Games in Tokyo. The fact is that the Tokyo 2020 Olympic Games were held in 2021 with a large number of measures related to the protection of all persons participating in the Olympic Games: athletes, escorts, officials, volunteers, sponsors, media and spectators. The Tokyo 2020 Organizing Committee has published guidelines for each of these groups (IOC, 2021). The best example that finances were more important than the health of athletes are the dates of tennis matches, which were harmonized according to the terms of transfer of sponsors. Multiple complaints from tennis players were ignored, and even the physical collapse of Paula Badosa, who surrendered the match and was removed from the arena in a wheelchair, did not influence the organizers to meet the tennis players' demands (<https://nova.rs/sport/tokio-2020/potresne-scene-iz-tokija-teniserku-na-kolicima-izveli-sa-terena-foto/>). Only when Danil Medvedev was also showing signs of exhaustion due to inhumane conditions on the same day during his match, when asked by the referee if he was OK, he answered that he could finish the match, but if he dies, who will take responsibility, is when the matches were postponed (<https://sport.blic.rs/tokio-2020/tokio-2020-teniski-turnir-vrucina-ako-umrem-ko-ce-biti-kriv-spanska-teniserka/1591?qnq>). This issue of the organizers' behavior was not discussed and commented publicly due to financial reasons.

Another unexpected challenge faced by European sports management, which has global dimensions due to the role of the American bank, happened before the Olympic Games. We are witnessing the attempts of the leading football teams from England, Spain and Italy to establish the European Super League in April 2021, which would lead to the automatic shutdown of the Champions League.

The concept of the Super League is designed to be a competition of rich clubs with the financial support of J. P. Morgan Chase & Co. banks in the amount of about 4 billion euros (Nelson, 2021). Clubs involved in the “failed attempt” to establish the Super League did not want to play with clubs from less developed countries (Manchester United, Chelsea, Liverpool, Tottenham, Arsenal, Real Madrid, Barcelona, Atletico Madrid, Juventus, Milan). They thought that they could share the earnings among themselves in the newly formed Super League. Although the Super League was supposed to consist of 12 clubs, Manchester City did not declare its commitment until the very end.

Reputable portal in the field of football finance, The Swiss Ramble, has determined the reason for founding the Super League. Based on the financial reports of the mentioned 12 clubs, it was established that they have a debt of over 8.5 billion euros (Kurir, 2021).

The challenge set before UEFA and Alexander Cheferinas as the president of this prestigious European football organization and his associates, resulted in an efficient decision of the entire UEFA management team. All 12 clubs and the Football Associations of England, Spain and Italy have been informed that in the event of the establishment of the Super League, UEFA with FIFAs support will not allow them to play in any competition on the domestic, European or world stage, and players would be denied the right to play for their national teams (Blic, 2021).

Conclusion

By analyzing the research results, it can be concluded that the world’s leading organizations recognized the importance of sports in the middle of the last century, by including it in a large number of their documents. Strategies, Agendas, Charters, Resolutions, Recommendations and other documents have been published by the United Nations, UNESCO, the Office for Sport for Development and Peace, the Council of Europe, the European Union, and the International Olympic Committee. The documents follow modern sports in all its phases. In most cases, sports management acted in a timely manner and strategies were published for sustainable sports development until 2030. However, in the last two years, we have witnessed challenges that were sudden and as such could not be covered by strategies for the development of sustainable sports. The UEFA manager acted quickly and efficiently on the challenge of trying to establish the Super League. Also, due to the appearance and presence of the global pandemic COVID-19, the sports management has prepared numerous documents and recommendations so that sports can continue to function in compliance with the recommended measures. Although the health of athletes stands out as an

imperative, the events from the Olympic Games in Tokyo showed that the financial moment is more important than the health of athletes. This indicates that they have deviated from one of the most important principles, the health of athletes, due to the sports industry.

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