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**REGIONAL PRACTICES IN IMPLEMENTING STRATEGIC  
MANAGEMENT OF SPORTING ORGANIZATIONS**

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**Abstract**

Fitness and sports-related activities are an efficient means for personal development, for transformation of human spiritual and physical nature in accordance with societal needs. The domain of fitness and sports undergoes dynamic development and is one of the fastest developing branches of social services globally. In the modern world, the role of fitness and sports is increasingly understood as being a factor in personal and societal improvement. The ware of the branch is health-promoting and entertaining services meeting the needs of people in sporting and fitness-related activity. Large-scale sporting events held in the country increase the significance of the state internationally and serve to demonstrate its economic power. Social concerns with the state of health lead to increase in number of people involved in fitness and sports. This work reflects the idea of creating an Internet space for distributing regional sports-related information. The paper is dedicated to identifying the features of Internet as a communication environment and effects that development of the Internet has on popularization of sports. The authors note that development of information technologies and their introduction into societal life will have a significant influence on society, thus making studies of Internet technologies and their influence over society a relevant topic of research. The authors considered dynamics of sports potential of the region and reflected continuing problems in development of fitness and sports. The authors offer suggestions aimed at improvement of governmental activities within the framework of implementing the program of strategic management of sports-related organizations.

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## 1. Introduction

Traditions of sports in Caucasus, including in the Chechen Republic have deep roots. Love of sports and healthy lifestyle are intertwined with cultural traditions of the Chechen people. During the last ten years, many sports facilities have been reconstructed or constructed from scratch. A large part of work and financing of sports and fitness facilities was covered during implementation of Federal targeted programs *Reconstruction of Economy and Social Services in the Chechen Republic (for 2002 and subsequent years)* and *Socio-Economic Development of the Chechen Republic for 2008–2012*. According to the Ministry of Fitness and Sports of the Chechen Republic (hereinafter – MFS), which exercises the authority of establisher with respect of state sports institutions of the Republic, as of January 1, 2020 there are 75 operating state and municipal sports organizations in the Republic. This number includes 15 sporting centers and 46 physical culture schools for children and adolescents, equipped with necessary sports equipment and implements. The youth practices sports under guidance of trainers and instructors.

Sports, where representatives of the region traditionally perform strongly are included by the Ministry of Sport of the Russian Federation in a list of main sports for the Chechen Republic. They are all summer athletic disciplines: modern pentathlon, wrestling, weightlifting. According to statistical reports, as of January 1, 2020, 35.6 % of inhabitants of the Chechen Republic are involved into fitness and sports (as of January 1, 2019 this number was 22.8 %). Simultaneous capacity of sports facilities in the region constitutes 49 % of the federal standard, for planar facilities this number is 65.5 %, while in the category of pools it is only 17.3 % of the federal standard. Back in 2010, the same indicators amounted to 30, 47 and 5 % respectively (State Program, 2020).

## 2. Problem Statement

Expanding the sphere of influence of fitness and sports is a relevant question of extreme importance to the modern Russian society. The Ministry of Sports of Russia issued a plan of activities for 2016–2021, where the main aim is increasing the proportion of citizens of the Russian Federation systematically involved into fitness and sports. In accordance with the plans of the Ministry, activities aimed at increasing popularity of mass sports are conducted in the Chechen Republic. Attracting people to sports requires information support and availability of facilities. All-Russian and regional information portals do not provide necessarily complete information on the sports life of the region, sports facilities, stadiums operations, etc. In that respect, there is a need in popularization of healthy lifestyle as one of direction of state policy in the information area; it shall be turned into a priority task, solution of which will have a great influence over attainment of set strategic goals.

It is proposed to use this Internet site for creation of a common information environment for all engaged citizens and organizations with the aim of increasing awareness of all facilities for all athletic disciplines, their location and hours of operation, forthcoming and past regional competitions, mass sports events and festivals open to all inhabitants of the city, as well as useful articles for all categories of athletes, forum communication and others. Every year, about 800 competitions are held in the cities of the Chechen Republic with over 110,000 participants. Many various fitness and mass sports-related events are held in the city of Grozny, but not all urban residents are aware of them. While some are not

interested in obtaining such information, some others cannot get necessary information, often due to not knowing where to look for it. A single person cannot track each and every event in the city, so often a erroneous opinion is formed that there are simply no events held.

The common Internet environment we understand as a plan united by a common purpose or idea for tourist, fitness, health-related, culture-promoting, edutainment and amateur events, that is a united mass sports movement in the city. A need in the Internet environment may solve such problems as awareness of population of the events in the city, engagement of all strata of population into mass sports movement with the aim of increasing the interest to health lifestyle among the populace.

### 3. Research Questions

The subject of this research consists of the aspects of the state of fitness complex and sports potential of the Chechen Republic, as well as development of the system of sports facilities in the Chechen Republic during the period of 2009–2020.

### 4. Purpose of the Study

The purpose of this study is monitoring of principal subjects of sports-related activities in the Republic, identifying main lines of development of sports in the Chechen Republic and developing practical suggestion aimed at improvement of state activities within the framework of implementing strategic management of sporting organizations of the Chechen Republic.

### 5. Research Methods

The research employs the statistical method and traditional techniques of economic analysis—grouping, comparison, generalization.

### 6. Findings

At a current stage (2009–2019), there are over 40 athletic disciplines successfully developing in the Republic (Table 01). According to the Ministry of Sports, the principal disciplines in the Republic are football (soccer), weightlifting, judo, boxing, freestyle wrestling and Greco-Roman wrestling. By 2012, such athletic disciplines as volleyball, basketball, tennis, martial arts, chess and checkers gained wide traction Sporting centers and physical culture schools are distributed through the territory of the Republic. However, most of the sporting facilities are in the capital (Chechnyatoday, 2012).

**Table 1.** Geographic distribution of sporting establishments in the Chechen Republic as of January 1, 2020

Administrative unit	Number of sporting establishments
City of Grozny	23
City of Gudermes	3
City of Argun	5
Grozny district	8
Shali district	6

Naurskaya district	3
Kurchaloy district	4
Urus-Martan district	6
Shelkovskaya district	3
Other districts of the Chechen Republic	14
Total	75

Source: List of subordinate organization of the Ministry of Fitness and Sports of the Chechen Republic. 2020. <https://minsport-chr.ru>

In order to improve professional education of trainers, PE teachers and other specialist of sporting facilities, there is a State-Financed Institution (SFI) of further education, Republican Center of Physical Culture Schools of the Ministry of Fitness and Sports of the Chechen Republic. A true picture of attained sports results may be obtained through SFI Republican Center of Control Over Testing in Physical Fitness and Sports.

As for organizational legal forms, sporting and fitness institutions are mainly SFIs, SFI of further education, State Autonomous Agencies. In addition, there are a number of private sporting organizations in the Republic: fitness clubs, fighting clubs. Their patrons are mainly adults—men and women – engaged in sporting lifestyle (Ministry Chr, 2011).

Professional sports in the Republic engage mainly young men. Professional female sports in the contemporary Chechen Republic are practically absent. As for amateur sports, there are several dozens of fitness clubs for women in the Republic. They have high attendance and there is a trend for expansion.

Absolute majority of sporting organizations of the Chechen Republic are financed by means of the republican budget. Revenues of the MFS of the Chechen Republic for 2019 amounted to 233.9 million rubles, according to the ministry's report. The main source of finances is budgetary subsidies to federal subjects of the Russian Federation for implementation of a Federal Targeted Program *Development of Physical Fitness and Sports in the Russian Federation for 2016–2020*. They amounted to 97.1 million rubles, or 41.5 % of the revenues. Interbudgetary transfers conveyed to budgets of subjects of the Russian Federation as bonus payments to regions winning the Festival of Culture and Sports of the Peoples of Caucasus amounted to 74.7 million rubles. (32 % of the revenues); subsidies to budgets of the Russian Federation for equipping sporting facilities were 58.9 million rubles (25 % of the revenues). Subsidies to the budgets of subjects of the Russian Federation for governmental support of sporting organizations preparing sports reserves for representative teams of the Russian Federation amounted to 3.1 million rubles. According to analysis of sources of funding, the budget of the MFS of the Chechen Republic was almost 100 % subsidized through the whole post-war period (Minsport Chr, 2020a).

Budgetary spending of the MFS of the Chechen Republic for 2019 amounted to 3.023 million rubles. The main areas of spending were subsidies to budgetary and autonomous establishments for financial support of state (municipal) assignments (works or services, which amounted to 1.7 billion rubles or 56 % of spending; subsidies for refurbishment of lost earnings and/or actual expenses amounted to 0.97 billion rubles. (32.3 % of spending); budgetary investments into capital construction amounted to 151.8 million rubles. (5.1 % of spending); purchase of goods, works and services for overhaul

maintenance of state (municipal) property amounted to about 160 million rubles (5.3 % of spendings). Budgetary deficit of the MFS of the Chechen Republic for 2019 amounted to 2.8 million rubles.

According to data from Territorial branch of the Federal State Statistics Service for the Chechen Republic (Chechenstat), the value of the main funds of organizations involved in economic "activities in the domain of culture, sports, organized recreation and entertainment" (by their residual book value) amounted to 10,787.0 million rubles as of the end of 2017 and 11077 as of the end of 2018. A state program *Development of Physical Fitness and Sports on the Chechen Republic for 2014–2020* has been adopted and is being implemented with the purpose of creating conditions providing inhabitants of the Chechen Republic with abilities to engage in fitness and sports, increasing competitiveness of sportsmen from the Chechen Republic in Russian and international competition as well as successful holding of large-scale sporting events in the Republic. The program is aimed at attaining the following main objectives: development of infrastructure for fitness and sports, including those for persons with limited health capacities and disabled persons; facilitating involvement of people into systematic fitness and sports; increasing accessibility and quality of fitness and health-related services provided to the inhabitants of the Republic.

Within the framework of program implementation, various events are held on an ongoing basis, such as support and development of master teams in football, volleyball, boxing, wrestling, judo, chess, weightlifting. Members of Olympic teams of the Russian Federation and their close reserve are being trained in several athletic disciplines there is an ongoing training of reserve force for football teams of the Chechen Republic. Measures are regularly taken aimed at identifying and developing athletic and creative potential of persons with limited health capacities, as well as training of sporting reserve and advanced sportsmen among persons with limited health capacities (Minsport Chr, 2020b).

During 2012, there were 276 sports competitions held in the Republic. 120 sportsmen from the Chechen Republic became winners and medalists of international and all-Russian competitions. In 2014, the number of sportsmen from the Chechen Republic participating in all-Russian competitions increased to 2668, while the number of sportsmen participating in international competition amounted to 496. Among them, 931 persons had become winners and medalists of all-Russian competitions and 228 persons had become winners and medalists of international competitions.

Good results were achieved through implementation of the program. According to data from the Ministry of Economic Development of the Chechen Republic, by 2015 there had been 39 sporting facilities available for free use covering 41 athletic disciplines; 55719 pupils of physical education schools were provided with additional sporting education, 45 chess events of republican and municipal level were held. Sportsmen from the Chechen Republic won the first place at the sports and culture festival Caucasus Games. According to simultaneous capacity, the availability level of sporting facilities to population of the Chechen Republic, including to persons with limited health capacities, amounted to 13.49 %, which met the planned value for 2014 and corresponded to the value for 2013 (13.49 %). In 2014, according to the Common Calendar Plan of Sporting and Mass Events of the Chechen Republic, there were 410 fitness and sports-related mass events, which is 100 % of planned.

By the end of 2019, the proportion of population of the Chechen Republic systematically involved in fitness and sports exceeded the value planned by the program for 2020 (32.3 %). The proportion of

sportsmen from the Chechen Republic who won medals in interregional, all-Russian and international competition from the total number of participants from the Chechen Republic in such competition is constantly rising: planned value of 43.4 % had been exceeded back in 2014 and has not been going down ever since.

## 7. Conclusion

Thus, the state of the Fitness and Sports branch in the region demonstrates active positive dynamics. The strategic objective is provision of inhabitants of the Chechen Republic with ample opportunities for involvement in fitness and traditional mass sports, as well as conditions for self-actualization in professional sports by means of creating accessible and quality infrastructure and developing of sporting medicine in the region. Analysis of trends in managements of fitness and sports in the Chechen Republic revealed that the main shortcomings and factors inhibiting development of fitness and sports in the region are:

- Insufficient level of development of mass sports and its infrastructure, lack of methodology in determining priorities in construction and overhaul maintenance of sporting centers, need for upgrade of sports equipment.
- Insufficient number of training grounds for Olympic, Para-Olympic and Deaflympic athletic disciplines.
- Lack of vertically integrated structure in medical and fitness service.

Thus, it is evident, that despite positive dynamics and certain results in development of fitness and sports in the Chechen Republic, there are still a number of problems restraining development of fitness and sports in the region.

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