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THE EUROPEAN SPORT MODELS MANAGEMENT IN THE EUROPEAN UNION COUNTRIES EUROPEAN UNION

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Abstract

The relevance of the European model modern sports management development in the European Union countries today is a factor in the competitiveness and sports survival in crisis and instability conditions. A document published by the Commission in 1998 highlighted that the traditional sport organization model in Europe had undergone major changes since the 1980s, leading to a gradual alignment of its high level with commercial interests and a reconceptualization around spectator sport. The goal of the European model formation in modern sports management should be the changes that will occur in the European Union countries, to promote the development of an atmosphere to competitiveness and self-realization of a person in the sports world. The European modern sports management model in the European Union countries combines all the sports management resources – administrative, economic, cultural, social, technological, which contribute to the model formation as a single integral sports development project. The purpose of the research is to investigate the theoretical and practical aspects of the European model in modern sports management in the European Union countries. Research objectives: 1) to reveal the pyramidal European sports structure; 2) determine the directions of European sports model formation; 3) justify the approaches and principles to the formation of the European sports model; 4) identify the priorities of the European sports model in modern society. Setting the goal led to the use of the following methods and techniques. The following methods are used to study the theoretical and practical aspects of the European modern sports management model in the European Union countries: 1) institutional – for the organization of institutes of the European dimension of sports and their organization at the level of the national state; 2) axiological – to measure the values of European sports and their transformation in sports organizations; 3) structural and functional – identifying the functions of sport organization leaders and their implementation for the transformation of the modern sport dimension; 4) behavioral – identifying the behavioral motives of sports managers and their relationships with subordinates to the organizing feedback purpose; 5) systemic – arrangement of separate sports organizations into a single entity that creates a system. It has been proven that “European sport” is a symbolic, political and scientific construction that gives practical results. European sports activity (through the sports movement), the harmonization work of European institutions, transnational sports exchanges, the circulation of European professional athletes and the sports media work created not only a community of European thought about sports, but also a certain vision of the European and its mental map territory. The practical significance of the study is that the European Union contributes to the European sports promotion, taking into account its specificity, structure, social and educational function.

Keywords: sport, sports management model, sports activity, harmonization of institutions, European Union.

Statement of the problem in a general form and its connection with important scientific or practical tasks. Sport is a phenomenon whose social, economic and cultural significance is now recognized by all European countries, 27 countries of the European Union, as well as 47 European Council members. European institutions consider sport to be one of the central values of European societies. With the entry into force of the Lisbon Agreement on December 1, 2009, the European Union for the

first time received competence in the sports field and recognized the sport specificity. Thus, the treaty gives Europe a new sporting dimension. Indeed, until now, apart from pan-European activities of the European Council, the European Union has been involved in sports only to the extent that it constitutes an economic activity. The Union’s new sports skills create an unprecedented configuration involving players from two major European institutions combined with European sports bodies, media and sponsors.

Analysis of the latest research and publications, from which the solution of this problem was initiated and on which the author relies. Apart from legal, administrative and sporting contributions (especially those related to professional sport), European studies have so far paid little attention to both sport and the construction of European

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sport policy. We have no work on the spaces of European professional sport that contributed to the ‘making in Europe’, while these spaces were deeply upset by the application of the four ‘fundamental freedoms’ that govern sport. The idea that there is a “European sport model” beyond the differences of national organizations seen in different countries was developed in a consultation document published by the European Commission in 1998. This document should be reviewed in the light of the Bosman verdict on December 1995, which shook the international sports movement and worried many state sports bodies. As a high-profile ruling by the European Court of Justice called into question the extent of the regulatory powers of international sports federations, some also feared that it would undermine the traditional sport organization foundations in Europe. Hence the feeling that the European sports model needs to be defined in order to better protect it.

Highlighting previously unsolved parts of the general problem, to which the specified article is devoted. The document published by the Commission was based on the observation that all sports are organized according to a pyramidal structure, the base of which is formed by numerous local sports associations. Above are the national federations, which unite both clubs and departments and/or regional levels, which are themselves affiliated to an international federation. They are responsible for the organization and sports promotion at the national territory, as well as representation at the international level. They establish national championships, after which official titles are awarded, and have a regulatory role, with the power to impose disciplinary sanctions on their affiliated members. These federations are in a monopoly position, as there is only one organization in each country that is responsible for the representation and management of a given sports discipline. The top of the pyramid consists of international sports federations, the highest governing and regulatory bodies for each discipline. This picture is completed by the International Olympic Committee, a body represented in each country by a National Olympic Committee (NOC), whose role can vary depending on the specific case, from a simple vector of Olympism to a national confederation for all sports disciplines.

The purpose and formation of the goals in the article (task statement).

The purpose of the research is theoretical and practical aspects of the European modern sports management model in the European Union countries.

Objectives of the research:

- to investigate the pyramidal European sport structure;
- to reveal the model formation directions of European sports;
- justify the approaches and principles to the model formation of European sports;
- identify the priorities of the European sports model in modern society.

Research methodology. The following methods are used to study the theoretical and practical aspects of the European modern sports management model in the European Union countries: 1) institutional – for the organization institutes of the European sports and its organization dimension at the level of the national state; 2) axiological – to measure European sports and their transformation values of in sports organizations; 3) structural and functional – identifying the functions of leaders of sports organizations and their implementation for the transformation of the modern dimension of sports; 4) behavioral – identifying the behavioral sports managers and their relationship motives with subordinates for the organizing feedback purpose; 5) systemic – separate sports organization arrangement into a single entity that creates a system; 6) general philosophical – analysis and synthesis, abstraction, generalization, transition from concrete to abstract and vice versa.

Presentation of the main material of the research with obtained scientific justificative results

1. The pyramidal European sports structure.

The NOCs of continental Europe are united in the Association of European Olympic Committees (EOC). The pyramidal structure formed in this way functions according to the dual principle of hierarchy between the top and the base and participation, with the members observing the rules of the organization and the possibility of choosing the governing bodies. This system is justified by the need to organize competitions at all levels according to uniform rules and is based on the principle of possible promotion of participants (athletes or teams) to the next level through successive qualifications or, conversely, their reduction to a lower level. failure level. This mode of operation is an important characteristic that distinguishes open competitions from closed championships, as they exist in the United States in particular. During sporting events, the participants represent the territory from which they come, and their exploits, as well as their defeats, contribute to the development of a sense of community that is still very present in Europe. The system is also based on the principle of

solidarity between professional and amateur sports, as well as between the richest and the least well-off components. Finally, the model works thanks to the universal volunteer structure, which can be expressed in different ways according to the cultural traditions of each country, and this means that the sports club remains a privileged place to start and practice amateur sports for the majority of a large number (Bilohur, Andriukaitiene & Makieshyina, 2021).

A document published by the Commission in 1998 already highlighted that the traditional sport organization model in Europe has undergone major changes since the 1980s, leading to a gradual alignment of its high level with commercial interests and its reconceptualization around spectator sport. The first step in this evolution was the decision of the IOC to abolish the distinction between amateur and professional sports at the Olympic Games and to allow the sponsorship of the Games to large commercial companies, which became indispensable “partners”. The next stage was marked by a shake-up of the audiovisual landscape, which gave rise to fierce competition for the acquisition of the rights to broadcast major sports events and an impressive increase in their sums, which made international sports federations more media.

Thus, the Assembly asserts that “the European model is neither homogeneous nor perfect, but it is deeply rooted in European civil society and reflects the European attitude to the values of sport. It is a democratic model that ensures that sport remains open to all.” She acknowledges that it is based on the principles of “financial solidarity and competition opening (promotion and relegation, opportunities for all” (point 3), before making the connection with the specific nature of sport which fulfills “important social, educational and cultural functions”, and also emphasize that “solidarity between different levels of sports (especially between professionals and amateurs) is an important aspect of the European sports model”. The main European sports federations emerged between 1949 and 1975. This applies to the European Judo Union (1949), the European Union Football Associations (1954) and the European Tennis Association (1975). The main purpose of these associations of national sports federations is the organization and control of European competitions. Most European competitions date back to the 1950s; for football, the European Nations Championship was created only in 1960, and handball only knew this type of event from 1994. These federations are united in sports organizations. The second form of

institutionalization of sports (high level) is political in nature and is carried out by the national states of Europe. In the late 1920s, 1930s and 1940s, physical education and sports in several industrialized countries came under the direct control of political power (states and dominant parties together), under the pressure of totalitarian regimes, and because sports activities are perceived as an effective means of education and health. In the 1930s, totalitarian regimes took over the sport and used it in an increasingly conflicted European space. Thus, victories at the Olympic Games and World Cups in football are propaganda arguments both within the country and on the international arena. Such a production through a sports spectacle contributes to the mass development of the perception of the nation as a natural part of society. After the Second World War, the political instrumentalization of elite sport increased, especially in the new context of the Cold War, thus participating in the division of Europe into two blocs.

The third form of institutionalization corresponds to the “sports Europeanization from above” created by post-war European institutions. First delegated to national and European sports organizations, sport has been presented by the European Council since the late 1970s as a tool for European social integration, while the European Union has been interested only in its economic aspect since the 1990s. taken into account in the policy of European institutions, first by the European Council since 1967, then by the European Community since the end of the 1980s, the sport of the EEC and then the Union since 1992 is explained by the fact that the liberal principles of economic Europe are applied to sport only to the extent in which it is an economic activity, and that professional sport has become a separate economic activity in Europe since the 1980s.

These institutional processes are closely related to the interests of groups and social agents. Focusing too much on the objectified structures shaped by European institutional relations, we often forget the crucial role of the individuals and groups who (re) create these institutions. In this context, the reality of European sports policy is objectified, separated from the political actions that form it. 19 Since its birth in the 20th century, modern sport has been Europeanized by its economic and transnational elite, contributing not only to the spread of sport in Europe, but also to the spread of the “European project”. Pierre de Coubertin, a young French aristocrat, a monarchist by sentiment, but convinced that his country has no

other future than a republican one, thus undertakes a great project, apart from the Olympic Games alone: to make sports a representation of the ideal world and a free trade zone.

England is indeed an example to the world, but the strength of the sports model is that it is not limited to elite circles. Football is a particularly vivid example of the “double game” in sports: on the one hand, the formation of community and national identity (overcoming social differences), and on the other hand, exporting itself as a model of free trade on a European scale (Bilohur, Andriukaitiene & Makieshyna, 2021).

2. Directions of European sports model formation.

A working paper accompanying the White Paper on Sport, published in July 2007 by the European Commission, states that “it must be recognized that any attempt to define precisely the model of European sport is rapidly reaching its limits”. Some of its features, such as an open competition system based on promotion and relegation, are effectively limited to team sports. And even for these sports, the licensing system often mitigates the consequences. In Europe, there are also partially or completely closed competition systems, “which significantly reduces the importance of the pyramid structure for the organization of competitions.” The commission also notes that some sports, such as golf or tennis, have their own organization. Finally, the constituent elements of the single European model are actually found in many other regions of the world. At the end of the demonstration, she adds that new trends common to most member states, such as increasing commercialization, stagnation in the number of volunteers or the emergence of new players, “threaten the traditional vision of a single European sport”.

These points were mainly addressed in the communication on the European dimension of sport formulated by the Commission in 2011. Each national system consisting of state administration and sports confederation has its own characteristics. This great heterogeneity complicates any attempt to identify unifying factors and create a typology of sports institutions in Europe. However, there is a noticeable gap between the countries of Northern Europe, which adhere to a more liberal concept of society, and the countries of Southern Europe, which are distinguished by a wider state intervention in the sports fields. The level of participation in sports also differs significantly between the north and the south, as found in the Eurobarometer surveys carried out by the Commission

services. If the European sport model exists and can be a factor of unity, it is also characterized by its diversity and is presented in the form of many sub-models depending on the country. These observations, which apply to the twenty-seven member states of the European Union, are also valid for all forty-seven countries united in the European Council.

Other experts expressed numerous reservations about the concept of the European sports model. To mention just one recent analysis, which emphasizes that the emergence of new commercial partners complicated the model, while the role of international sports federations changed significantly at the turn of the 20th century. Going further, the good governance of these federations, whose internal organization appears to be rigid, is questioned, as is the lack of transparency of the executive bodies, as well as the lack of participation and democratic control. One recurring charge is that some international federations use their regulatory powers to cover up the advancement of their commercial interests and deter potential competitors. At the end of this brief review, it seems abundantly clear that the concept of a European sports model has lost much of its coherence since its emergence in the late 1990s, and that it is as much myth as reality. The same is undoubtedly true for the notion of the specificity of sport, which is often associated with it, even if it has been sanctified by its inclusion in the Treaty. Is this, however, a sufficient reason to disqualify these concepts in the name of realism, or more prosaically due to the fact that they seem to be the subject of constant lobbying by a part of the sports movement that, under the guise of promoting traditional values, tries to preserve economic interests and a monopoly situation that may be challenged by European competition law?

The concept of the European sports model includes an important intangible component related to the humanistic values of sport, which is highly respected and which deserves to be strengthened. Here we welcome the pioneering work of the European Council, which was the first organization to contribute to the creation of a body of European sports doctrine based on openness, non-discrimination and integration. This corpus is mainly included in the European Sports Charter, which is currently under review and which deserves to be better known and better applied. This is surely an exportable European model or guiding principle that is likely to correct the many abuses that our times inflict on the sporting ideal. This concern is widely shared by the Parliamentary Assembly of

the European Council, which made it very clear in particular in its January 2018 Resolution Towards a Modern Sport Governance Framework Resol. In this regard, it is worth mentioning the decisions handed down by the Commission against the International Automobile Federation (FIA) in 1999–2000 for the abuse of a dominant position, which forced the latter to fundamentally change its rules and internal organization. The European Union contributes to the promotion of European sports, taking into account its specificity, its structures based on volunteer work, and its social and educational function (Bilohur, Andriukaitiene & Makieshyna, 2021).

3. Approaches and principles to the formation of the European sports model.

How to go beyond the normative and institutional approach to “European sport” and draw the contours of a critical sociology of “Europe of sport” and the functions that institutional European actors ascribe to sport. This perspective “out of step” with regard to the general consensus on “European citizenship through sport” or the “European sports model” above all presupposes beyond an analysis that focuses only on objectified structures. Indeed, many works by academic or political experts ignore, on the one hand, the symbolic and ideological sources of sport in Europe, and on the other hand, the crucial role of individuals and groups who (reproduce) institutions and shape the opinion about sport that circulates and makes itself known in Europe.

The construction of a European sport models and the Europeanization of citizens through sports and the compliance of sports with European liberal policies are of crucial importance. If we observe the transformations of sports in Europe after the Second World War, it seems that two processes are emerging: on the one hand, “Europeanization from above”, that is, the harmonization of sports policy within the framework of European construction and its regulation by Europe. On the other hand, “Europeanization from below”, that is, the contribution of competitive sports to the spread of a hypothetical European sports model (or spirit). As a result, the history of European sports merges with the history of European construction. The creation in 1954 of the European Union Football Associations (UEFA) and especially the creation of the Football Club Champions Cup in March 1955 show that the construction of Europe was the result of a process of integration that was more numerous and very different from the process of integration. large post-war political projects such as, for example, the European Community. However, beyond this

first level of analysis, a close look at the challenges of Europeanization indicates that sport has finally followed the same path as other European service and service delivery sectors: the transition from non-commercial to commercial, from public to private.

In the “European sport” model, the leaders succeeded in partially imposing their political and scientific vision of Europe by carrying out a double transfer of political categories into scientific and scientific problems of political discourse. J. White, in the sports fields, European economists, lawyers and politicians quite “naturally” talk about the “European sports model”, without defining it and without showing its complexity. In sport, as in other sectors of European competence, the investment of lawyers and economists in this normative work leads to the naturalization of the categories of law and economics. The discourse on European sports is strongly dominated by the views of social and professional circles that are directly interested in European construction, the perceived influence of sports on the construction of “European identity”.

Thus, Eric Dunning in 2001 claimed that sport is “one of the most Europeanized spheres of social life”. Strong sports mobility within the Community, the growing interest of the public (spectators and television viewers) in European competitions, research programs of European sports citizenship financed by the Commission, and the involvement of European institutions in defining the framework for sports activities of federations and national administrations testify to the formation of a European sports model. We are witnessing a resurgence of public passion for competitions involving national teams, and the media coverage of displays of patriotism during the FIFA World Cup is instructive in this sense. Indeed, within the framework of European championships, sports competitions between European countries show the nation with its symbols, the power of the European sports model also comes from its transformation into a “category of practices”. “European sport” is a symbolic, political and scientific construct that produces practical results. European sports activity (through the sports movement), the harmonization work of European institutions, transnational sports exchanges, the circulation of European professional athletes and the work of sports media created not only a community of European thought about sports, but also a certain vision of the territory of Europe and a mental map. The Champions League not only paints the European space through matches played in Barcelona, Istanbul or Kyiv, but also creates

a Europeanized discourse of football matches widely broadcast by European media. This belief is reinforced by the existence of the European sports channel – Eurosport – which was born in 1989 on the initiative of the European Broadcasting Union (Bilohur, Andriukaitiene 2020a).

Despite the attractive idea of the influence of sports on European citizens, “Europeanization through sports” remains a hypothesis in the absence of sociological evidence. Indeed, Europeanization through football boils down to the idea that certain football matches create shared European ways of doing, speaking, seeing and thinking about the European space. This is one of those beliefs widely spread by experts, politicians and European civil servants. Thus, three new forms of institutionalization of sports are emerging on a European scale: first, sports-political, and then European.

Thus, even if the principles of the common market existed since the Treaty of Rome in 1957, they did not address sport, because, wanting to preserve its autonomy and the “surplus sporting option”, the sports movement remained on the sidelines of European construction. While the Treaty of Rome establishes the free movement of people (and therefore workers) within Europe, UEFA limits the number of foreigners who can play for a European club to three players. Similarly, a transfer fee was introduced, paid by the club that welcomes a new player to the club that “transfers” that player. These sports rules were criticized by the European Parliament as far back as the 1970s because they did not respect the Community’s right to free movement of people. Then professional sports became over time an economic activity like any other regulated by free trade. Gradually affecting the most advertised sports, this process of commodification and spectacle of sport is closely related to the privatization of television in Europe since the 1970s. Thus, public and private television stations compete to buy the rights to televise football matches from clubs and sports federations. The Champions League, with the exceptional growth of television revenues, further strengthened the European character and market orientation of the increasingly denationalized nature of sports and yogo professionalization.

4. Priorities of the European sports model in modern society.

Sport is a relatively new area of competence of the European Union, which was added to the others with the entry into force of the Lisbon Treaty in December 2009. The Union is responsible for defining

evidence-based policies, encouraging collaboration and leading initiatives that promote physical activity and sport in Europe. For the period 2014–2020, within the framework of the Erasmus+ program, a separate budget line was created for the first time to support projects and networks in the sports fields. While no specific legal competence of the Union in the sports field can be found in the Treaties until 2009, the Commission laid the foundations for a European sports policy with the 2007 White Paper on Sport and the Pierre de Coubertin action. With the Treaty of Lisbon, the Union received specific competence in the sports fields. Article 6(e) of the Treaty on the Functioning of the European Union (TFEU) empowers the Union to support or complement Member States’ actions in the sports field, while Article 165(1) details the elements of sports policy, stating that the Union “shall contribute to the promotion of European stakes in sport, taking into account its specific characteristics, its structures based on volunteer work, as well as its social and educational features” (Lekavičius, Tomas, 2020).

Article 165(2) states that the Union aims to “develop the European dimension in sport by promoting honesty and openness in sports competitions and cooperation between the bodies responsible for sport, and by protecting the physical and moral integrity of athletes, especially the youngest among them”. The Union now has a legal basis for the structural support of sport through the Erasmus+ program and acts as a single voice in international bodies and non-EU countries.). The introduction of a new special competence in the Treaties opened up new opportunities for the Union’s activities in the sports fields. The Union should work to achieve greater fairness and openness in sports competitions and better protection of the physical and moral integrity of athletes, taking into account the specifics of sports.

In addition, the Union supports the idea that sport can improve general well-being, help tackle social problems such as racism, social exclusion and gender inequality and have an important economic impact across the territory. In addition, sport is considered an important tool in the external relations of the Union. The Union works, in particular, on three aspects:

- 1) the role of sports in society;
- 2) its economic aspect;
- 3) political and legal framework of the sports sector (Bilohur Vlada, Andriukaitiene Regina, 2020b).

The Commission’s 2007 White Paper on Sport was the first “comprehensive initiative” launched in the Union in the sports field. The implementation of

the proposed measures allowed the Commission to collect useful data on topics to be considered in the future. The White Paper had several goals, including: strengthening the role of sports in society; to improve the health of the population with the help of physical activity; to encourage volunteering; to improve the economic aspect of sports and the free movement of athletes; fight against doping, corruption and money laundering; regulate broadcasting rights. The Commission's White Paper on Sport and the entry into force of the Lisbon Treaty in 2009 formed the basis for the January 2011 Commission Communication on the impact of the Lisbon Treaty on sport, entitled "Developing the European Dimension of Sport".

It was the first strategic document adopted by the Sports Commission after the entry into force of the Lisbon Treaty. The message highlights the potential of sport to make a significant contribution to achieving the overall objectives of the Europe 2020 strategy for growth and jobs (2010–2020), namely increasing employment and promoting social inclusion. The European Council anti-doping convention has been signed, regulations and safety requirements for international sporting events have been developed and implemented, progress has been made in implementing the lines of action recommended by the Union on physical activity and that it is developing standards so that people with disabilities have access to sports centers and events.

At the economic level, the Commission asked sports federations to introduce mechanisms for the centralized sale of media rights to ensure an adequate redistribution of revenues. Other issues addressed in the Communication include sports-related intellectual property rights, sharing best practices for transparent and sustainable sports funding, and monitoring the application of state aid legislation in the sports field. The European Union Sports Work Plan is one of the most important documents of the European sports policy. It focuses on the Union's main areas of activity in this area and serves as a guiding tool to promote cooperation between European institutions, Member States and sports stakeholders.

The first sports work plan (2011–2014) was adopted by the Council in 2011. The plan for 2014–2017 established three priorities:

- 1) integrity of sport;
- 2) its economic dimension;
- 3) relations between sport and society (Bilohur V., 2018).

To examine them, Member States and the Commission set up five expert groups on match-

fixing, good governance, the economic dimension of sport, the health benefits of physical activity and the development of human resources in sport. In May 2016, the Council adopted its conclusions on strengthening integrity, transparency and good governance at major sporting events, which call on Member States to include integrity and transparency at European level in the future work plan, encourage the implementation of good governance criteria and procedures, and also to define and develop models of public-private cooperation and exchange of best practices. On 23 May 2017, the Education, Youth, Culture and Sports Council adopted the third EU work plan for sport (2017–2020), the key priorities of which reflect those of the previous plan.

The third plan created only two expert groups (on integrity and on the development of skills and human resources in sport), introduced new working methods such as group meetings, and extended the duration of the plan to three and a half years in and thus align it with the Erasmus+ program and long-term financial structure.

The COVID-19 pandemic and sports. On 22 June 2020, the Council adopted its conclusions on the impact of the COVID-19 pandemic and the recovery of the sports sector, proposing various recovery measures. The document shows how the entire sector has been seriously affected, particularly the economic sector, as the pandemic has had catastrophic consequences for sporting activities at all levels. The Council stresses the need to implement pandemic adaptation and post-pandemic recovery strategies at local, national, regional and Union level to support the sports sector and maintain its important contribution to the well-being of EU citizens (Bilohur, 2019).

In particular, the Council called on Union institutions to complement national efforts by providing financial support to the sector through existing European programs and funds, such as Erasmus+, the European Solidarity Corps, political cohesion funds or investment initiatives in response to the coronavirus. (CRII and CRII+). In addition, the Council emphasized the need to promote dialogue between Member States and stakeholders to discuss the strategies needed to resume sporting activities in a safe and, if possible, coordinated way, as well as prevent future crises and strengthen the Union's sports sector. On December 1, 2020, the EU sports ministers organized a conference dedicated to the current challenges of organizing international sports events. Due to the COVID-19 pandemic, the freedom of movement of athletes is hampered by different

and constantly changing national regulations regarding testing, quarantine obligations and other health-related issues. The debate showed the need to strengthen exchanges and cooperation at the European level in the sports sector.

Erasmus+/Sport is an integral part of Erasmus+, the Union's action program in the fields of education, training, youth and sport. On December 12, 2020, the Parliament and the Council reached a preliminary agreement on the Commission's proposal for the future of the Erasmus+ program (period 2021–2027). The agreement emphasizes the importance of promoting the European dimension in sport, which should complement and be consistent with the EU work plan on sport for the period 2021–2024, and provides for an increase in funding for sport to 1.9 % of the total program budget. The Council adopted its position in the first reading on April 13, 2021, and the text was adopted by the Parliament in the plenary session in the second reading on May 18, 2021 (Bilohur, Andriukaitiene, 2020).

Promoting “mobility for the education purpose and sports personnel training, as well as cooperation, quality, inclusion, creativity and innovation at the level of sports organizations and sports policy” is one of the three main goals of the new Erasmus+ program. Activities planned to achieve this goal include, in particular, supporting mobility, particularly for sports training at amateur level, expanding opportunities for e-learning, creating partnerships for cooperation and sharing best practices (including small-scale partnerships), supporting wider and more inclusive access to programs and support of non-profit sports events to promote causes related to amateur sports.

European Sport Week. The pan-European “European Sports Day” was first proposed by the Parliament in February 2012 in the resolution on the European dimension of sports. The European Week of Sport was launched on September 2015 to promote sport and physical activity in Europe at national, regional and local levels, and to encourage European citizens to lead a better lifestyle (Healthier).

According to a 2018 Eurobarometer survey, 59 % of Europeans never or rarely exercise or play sports. As a result, the health and well-being of citizens and the economy suffer due to rising health care costs, reduced labor productivity, and reduced employment opportunities. Since 2017, the European Week of Sport has been held from 23 to 30 September across Europe, and to mark the occasion, member and partner countries are organizing a number of events and activities. In 2020, despite the

COVID-19 pandemic, 42 countries participated and 32.617 events took place. In addition, to eliminate the impact of traveling restrictions on sports and physical activity (Voronkova Valentyna, 2019).

5. Research conclusions and prospects for further research in this direction.

Social integration as a sports goal in society is one of the Union's priorities. As it brings people together, helps build communities and fights racism and xenophobia, sport can significantly contribute to the integration of migrants in the Union. In September 2016, the Commission published a study on how sport supports the integration of migrants in Europe and which identifies good practice in the EU. The Commission also supports projects and networks for the social integration of migrants through the European Structural and Investment Funds and the Erasmus+ programme. The Union finances projects such as the “European Sports Inclusion Network” (SPIN), “Social Integration and Volunteering in European Sports Clubs” (SIVSCE) or even “Fairplay”.

Football plays an important role in promoting social inclusion, particularly through the involvement of football associations (as in the Show Racism the Red project Card) or governing bodies such as the European Football Associations Union (UEFA), which has helped the European Union to plan its members' social inclusion activities refugees. In the Parliament, the development of the European sports policy is within the competence of the Committee on Culture and Education (CULT).

The Parliament recognizes the growing need for the Union to address issues related to sport in full compliance with the subsidiarity principle, given that sport is both an important social phenomenon and a public good. In 2012, the Parliament adopted a resolution on the European dimension of sport, which paved the way for the creation of the European Week of Sport. The capacity concept building is international cooperation projects based on multilateral partnerships between organizations active in the sports field in the participating countries of the program and third countries not associated with the program. They aim to support sport-related activities and policies in non-programme third countries as a means of promoting values and as an educational tool designed to promote the personal and social development of people and build more cohesive communities.

For this you should:

- develop the potential of local sports organizations;

- stimulate the sports and physical activity practice development in third countries;
- promote social integration through sports;
- promote positive values through sports (fair play, tolerance, team spirit, etc.);
- encourage cooperation between different regions of the world through joint initiatives.

The concept of the European sports model includes an important intangible component related

to the humanistic sport values, which is highly respected and which deserves to be strengthened. The European Council was the first organization to contribute to the creation of a body of European sports doctrine based on openness, non-discrimination and integration. This corpus is mainly included in the European Sports Charter, which deserves to be exported, the values of which contribute to the formation of the sports ideal.

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ЄВРОПЕЙСЬКА МОДЕЛЬ УПРАВЛІННЯ СПОРТОМ В КРАЇНАХ ЄВРОСОЮЗУ

Анотація

Актуальність розробки європейської моделі сучасного управління спортом в країнах Євросоюзу сьогодні є чинником конкурентоспроможності та виживання спорту в умовах кризи та нестабільності. У документі, опублікованому Комісією в 1998 році, підкреслювалося, що традиційна модель організації спорту в Європі зазнала серйозних змін з 1980-х років, що призвело до поступового приєднання її високого рівня до комерційних інтересів та переосмислення навколо глядацького спорту. Метою формування європейської моделі сучасного управління спортом мають стати зміни, які будуть відбуватися у країнах Євросоюзу, сприяти розвитку атмосфери змагальності та самореалізації людини у світі спорту. Європейська модель сучасного управління спортом у країнах Євросоюзу поєднує всі ресурси спортивного менеджменту – управлінські, економічні, культурні, соціальні, технологічні, що сприяють формуванню моделі як єдиного цілісного проекту розвитку спорту. Мета дослідження – дослідити теоретичні та практичні аспекти європейської моделі сучасного управління спортом в країнах Євросоюзу. Завдання дослідження: 1) розкрити пірамідальну структуру європейського спорту; 2) визначити напрями формування моделі європейського спорту; 3) обґрунтувати підходи та принципи до формування моделі європейського спорту; 4) виявити пріоритети моделі європейського спорту у сучасному суспільстві. Постановка мети зумовила застосування наступних методів та прийомів. Для дослідження теоретичних і практичних аспектів європейської моделі сучасного управління спортом в країнах Євросоюзу використовуються наступні методи: 1) інституційні – для організації інститутів європейського виміру спорту та їх організації на рівні національної держави; 2) аксіологічні – для виміру цінностей європейського спорту та їх трансформації у спортивних організаціях; 3) структурно-функціональний – виявлення функцій лідерів спортивних організацій та їх реалізація для трансформації сучасного виміру спорту; 4) біхевіористський – виявлення поведінкових мотивів керівників спортивних керівників та їх взаємовідносини з підлеглими з метою організації зворотного зв'язку; 5) системний – упорядкування розрізнених спортивних організацій в єдине ціле, що створює систему. Доведено, що «європейський спорт» – це символічна, політична та наукова конструкція, яка дає практичні результати. Європейська спортивна активність (через спортивний рух), гармонізаційна робота європейських інституцій, транснаціональні спортивні обміни, циркуляція європейських професійних спортсменів і робота спортивних ЗМІ створили не лише спільноту європейської думки про спорт, але й певне бачення території Європи та її ментальної карти. Практичне значення дослідження у тому, що Європейський Союз сприяє просуванню питань європейського спорту з врахуванням його специфіки, структури, соціальної та освітньої функції.

Ключові слова: спорт, модель управління спортом, спортивна активність, гармонізація інституцій, Європейський Союз.

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