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Management of football in the modern conditions of the Republic of Kazakhstan

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Abstract

Relevance. This paper is devoted to the management functions of modern football clubs in the Republic of Kazakhstan. The relevance of the subject matter is conditioned by the fact that currently in the Republic of Kazakhstan there is a huge need for research on the national peculiarities of football development, as this sport is one of the priority sectors of sports development in the country. There is a need to develop the theory and methodology for solving problems related to the football industry; the need for a detailed analysis of the structure and the current state of development of the entire football industry in the country.

Purpose. The purpose of this study is the theoretical and methodological substantiation of the use of strategic management factors in the football industry of the Republic of Kazakhstan and the development of methods for evaluating the effectiveness of football clubs management.

Methodology. The following methods were applied: system analysis, comparison, the unity of logical and historical methods, and the analytical method.

Results. This paper highlights the issues of the football industry and substantiates their economic, political, and social component. The issues of effective management in Kazakhstan's modern football industry, namely at football club Astana, are considered. It is argued that any football club today operates in competitive circumstances, which makes it necessary to rebuild the management system and ways to improve work efficiency.

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Conclusions. The practical significance of the study on the topic "Football management in the modern conditions of the Republic of Kazakhstan" is conditioned by the fact that the analysed and developed methods for assessing the effectiveness of the management of the football industry in the Republic of Kazakhstan can be used by public administration bodies that implement policies in the field of sports development at the national and local level.

Keywords: football club; management; management functions; football industry; management efficiency.

Introduction

Sport has a significant social value in the modern world. Sport performs a number of functions, such as: educational, health-improving, communication, etc. Nowadays, every sports organisation operates in a competitive environment, which requires restructuring of the entire management system, which is a means of increasing the efficiency of any activity. The specifics of the creation of competitive advantage of a sports organisation are determined by the specifics of its activities to create marketing products [1]: sports events, sports services, sports equipment, and sports information. The success of any sports club in a competitive environment is the result of painstaking work aimed at establishing competitive advantages necessary for the professionalism of the current sports management. The resources of a sports organisation represent the various types of resources that it has at its disposal (physical, financial, or human).

Organisational resources can also include experience, technologies used, people's skills, reputation, organisational structure, etc. Considering professional sports, it can be stated that it is a commercial and sports activity that provides efficiency and high educational and entertainment value of sports and recreation for the population [2]. Football is considered to be one of the most interesting sports. The popularity of football around the world is so great that it is called the religion of millions, and the television audience of the World Football Championships surpasses the television audience of the Olympic Games [3-5].

Sports management is one of the directions of scientific and practical activities related to the forms of sports production management. Sports management includes the theory and practice of effective management of sports and sports organisations in modern market conditions. Some sports organisations analyse sports management as an independent science. The result of effective sports management is the production of services in the field of physical education and physical culture, organised forms of management of physical culture and sports culture, sports training programmes, sports events and much more [6]. Thematic sports management refers to the interaction of the subject and the object of management in physical culture and sports organisations, and the management associations that these sports organisations define in their relationship with the environment in the production and distribution of physical culture and sports. The essence of modern sports management lies in the deliberate actions of the managed object to bring the object to a new, better state, that is, from the initial state, the transition to the desired and planned cost-effective state. The overall goal of sports management is to ensure the effective functioning of sports organisations in the modern market of the Republic of Kazakhstan [7].

Football club management is a set of positions and management methods, the purpose of which is to achieve

the result of the organisation through the use of its internal potential [8]. This management method is closely related to the optimal use of the resources of the football club (infrastructure, players, and staff), business methods, and financial results. It is also important that the football management of the club cooperates with the outside world, that is, with fans, sponsors, and the media. Thus, the role of management in football is to develop a mechanism for the relationship between the environment, the market and the internal environment [9-11].

The theoretical, methodological, and informational basis of this study is the works of researchers of the Republic of Kazakhstan and Internet resources (official and fan sites of the leading football teams of Kazakhstan). The new economic and political framework of the Republic of Kazakhstan, characterised by the transition from an economic order to a market model, has also influenced sports, both professional and amateur. Given the role of football in modern society, the development of professional clubs and their impact on the development of sports in general, it is worth analysing and explaining the reasons for the success of football [12-14]. The purpose of this study is a theoretical and methodological substantiation of the use of strategic management factors in the football industry of the Republic of Kazakhstan and the development of methods for assessing the effectiveness of management of football clubs.

Materials and Methods

The theoretical basis of the study on the topic "Football management in the modern conditions of the Republic of Kazakhstan" has been compiled by topical papers by Kazakh and foreign authors, which highlight the issues of management efficiency in the modern world football industry and issues related to the management of the sports industry.

Today, science has a very extensive and rich stock of research methods. The study largely depends on how, and by what parameters, methods are chosen for conducting a specific study, and in what interaction these methods are used. The choice of research methods and their use are determined by the systematic representation of the whole set of general scientific methods of scientific cognition, its goals, and features of this managerial situation. To achieve the purpose of this study and solve the established tasks, various research methods were used: system analysis, comparison, the unity of logical and historical methods, and the analytical method. The method of system analysis is presented as a phenomenon that will determine the integrity of all internal elements of the study, considering all the interrelations of the subject. This method in research related to the management of the football industry implies the study of the internal, hierarchical, direct, and vice versa. In the process of management development, there are several alternatives and models of its development. Therefore, a specialist, a manager should carefully

consider different standpoints and choose the priority of all possible, rather than choosing a well-known management methodology; develop phenomena or processes of management in practice of a particular football club; study the evolution of the phenomenon in its main historical sequence.

The comparison is used as a method of analysing several objects, in which a comparison of the new state of the object is made. In this study, this is the state of football management methods with its previous state, or a comparison of the management state of one football club with another football club, with which the comparison may be appropriate and equivalent in scale. The comparison is one of the main methods in the study of management issues. Almost constantly, the formulation or clarification of management concepts is implemented using comparative analysis. The comparison method can be used in the study of any credentials and, consequently, should be understood as a general technique. In comparative analysis, the content of several phenomena reproducing the same type of operations is compared. At the same time, deviations of any calculated indicators of one phenomenon or object from similar indicators in other components are detected. In the process of applying logical analysis, it was revealed that a qualified manager can abstract from all the irrelevant and irrational use of resources that complicate the development process of a football club. This method is one of the most effective for today. It allows discovering many objective patterns that determine the development of the managerial structure of a football team.

When using the analytical method of research, the phenomenon or object of research is divided into parts, each of which is evaluated separately. This method allows considering certain aspects of a phenomenon and an object and making some scientific abstractions. Subsequent combinations lead to the study of the deepest core of the whole. This method is used to investigate complex objects or phenomena.

Results

The current state of socio-economic development of the Republic of Kazakhstan requires serious adaptation of sports organisations to the development of individual sports. However, today there is no general theory of club management that would give specific recommendations on the structure, functioning, and development of certain sports. Like any other professional sport, football involves the development of an international economy based on the principles and goals of modern sports management. In world practice, the following approaches to the professional development of sports are distinguished: constant publicity; trade and marketing.

The first method (the so-called American model), the leader in the USA and Canada, is based on the maximum desire for profit. In this case, the source of income is considered to be sports and its results. The second method (the European model) is used in European countries where sports competitions are a privilege. However, the principle of competition has prevailed in Europe since the mid-1990s, but notably, despite significant freedoms in the United States, which are the standard for the implementation of the first model, the state has appropriate control and analysis [15]. The study will consider some of

the features of these models. The development of the American competitive sport model is closely linked to stability factors such as consumer market conditions, behaviour and value retention, and the frequency and duration of political crisis. The development of sports events in the USA is directly related to the demand for the final product. This product is a competitive show. If a commercial sport suffers, it will soon lose its commercial appeal and become an amateur.

A sports team always remains a business team, despite fierce disputes over sports facilities. It is important to emphasise that the main interest of the championship, in this case, is to find and maintain a balance of power between the participants, since the appearance of power leads to a decrease in attendance. In sports, there are examples when department organisers immediately intervene to close the Leaders' Club, if possible. The rise of the American model of competitive sports began in the late 1800s. Their main feature is bureaucracy. This characteristic is characterised by the fact that not all people involved in sports, from a simple manager to the owner of large companies, are interested in the development of sports and their main task is to maintain the status quo. The agency is increasingly becoming one of the largest international companies producing cigarettes, alcoholic beverages and various media. The development of the American model is largely based on television, which is the main source of funding and an important part of professional sports in general. In addition, the American model is characterised by increased attention to the legal protection of athletes and support for the federal movement [16].

One of the main characteristics of a professional sports model is the presence and position of the owner of this football team. It is these factors that determine the general trends in the development of sports in life. In accordance with the generally accepted practice in the international sports industry, the following types of cooperation are distinguished: personal (individual or business cooperation); utilities; general. The issue of financial reliability of employees is very important. Some researchers refer to several sources [17]: ticket sales; sale of television competition rights; service income; income from licensing, advertising, sponsorship and publication; sale of shares by the team; income from the authorised capital of medium-sized companies; interest on invested capital in banks. In Europe, in the socialist countries of 1950-1980, two fundamentally different models of sports development appeared: the model of the Eastern European Soviet Union and the so-called Socialist Bloc (GDR, Poland, Czechoslovakia, and many others); the Western European model typical of the capitalist countries of Europe and North America. These models should be considered more closely [18]:

1. The Eastern European (or Soviet) model. The main consumer of sports success is the state. The ideological subtext (opposition to the capitalist state) plays a key role. Formally, this sport is considered amateur, but in fact, many athletes consider it their main occupation. However, the commercialisation of sports is completely absent.

2. The Western European model. This model is based on combining the interests and capabilities of government agencies and commercial organisations. But in fact, state

sports federations and these companies have different degrees and types of interaction in different countries. In the Scandinavian countries (for example, in Sweden and Denmark), the state does not interfere in sports, while in Italy, the role of state regulation is quite high. After all, the corporate structure that deals with the development of business relations in sports has a significant impact. It is clear that sports are divided into professional and amateur. However, the company's structure at that time was cautious. The economy finds only the most economically attractive sports. Almost all commercially successful professional sports have the status of amateur.

Therefore, American and European models of professional sports differ in the following parameters: the presence and status of club owners; the source of funds; the principle of competition. In European countries, a joint-stock company is the most important form of club organisation and law. Sources of financing for professional personnel: sale of tickets for matches; sale of accessories; sale of trademark rights (license); transfer of broadcasting rights; sponsorship fees. Financial support of cities and sponsors is a distinctive feature of high-level European sports. However, the financial situation of many European professional clubs is not very good. For example, many football clubs in the top leagues of Europe (in countries such as England, Italy, Spain, Germany, and France) are facing significant financial difficulties, especially recently due to a significant increase in player salaries. Professional teams of European and American sports clubs receive income from commercial stadiums, publications, player sales, and other sources. Table 2 shows the average budgets of the top five teams [19].

Gaps in the budgets of teams can be explained by the economic situation of each country, the level of development of football, cultural traditions, the attitude of fans, commercial and public organisations, football sponsors, and many other factors. The role and quality of the club's marketing policy are important. Currently, the main focus of the marketing strategy of foreign football clubs is the constant search for new ways to replenish the budget. For example, most European teams offer paid electronic newsletters. Many famous clubs around the world have followers. This source of funding allows the association to receive additional income. Moreover, the practice of organising so-called demo games, introduced mainly in the USA and Canada, is becoming increasingly popular.

A lot of modern studies on the analysis of the situation and prospects for the development of sports in the Republic of Kazakhstan have shown that the management of professional clubs does not have serious support from sponsors and shareholders. Since competitive sports require significant economic costs, companies need to develop the infrastructure of a football club, invite the best players, keep the main and reserve teams, create a youth sports school with a football team, which will continue to provide the team of the highest level. Direct and indirect data from statements in the media of managers about club budgets and contracts of foreign players to work in Kazakh football clubs show that the football of the Republic of Kazakhstan can be compared with Western football, if it does not exceed its financial capabilities.

Thus, there is a clear gap between the financial support of Kazakh football and the rather poor sports performance of the football teams of the Republic of Kazakhstan on the world sports arena. It can be assumed that the reasons for this deviation lie in disorganisation and control over the development of football in the Republic of Kazakhstan [20]. For a good example, the study considers the practice of management to attract sponsors of the football club Astana in Nur-Sultan, every resident of the Republic of Kazakhstan has heard about this football club at least once in their life. This club is the only FC that represented our country in the group stage of the UEFA Champions League and in the playoffs of the 1/16 finals of the UEFA Europa League. The club is a 6-time champion of the Republic of Kazakhstan, 3-time owner Kazakhstan Cup and 5-time winner of Kazakhstan Super Cup.

At the end of 2018, at the request of many sports publications of the Republic of Kazakhstan, FC Astana revealed its budget for the last few seasons: in 2015/16, their budget amounted to USD 22 million, in 2016/17, this amount increased to USD 29 million, and 2017/18 – USD – 31 million. FC Astana has two sources of financing – both are state-owned: the fund Samruk-Kazyna and the city's regional executive authority. In February 2018, the football club signed a sponsorship contract with one of the well-known modern bookmakers, 1xBet, which was a great impetus for the development of the football club.

In the new socio-economic conditions of the Republic of Kazakhstan, it is important to scientifically substantiate the priorities and strategies for the development of Kazakh football, to identify new forms of its development. Significant investments in the development of the football industry help to increase the visibility of matches and attract spectators to stadiums. A serious mistake of many sports managers who manage and control football in the Republic of Kazakhstan is that they try to embody Western experience in Kazakh realities without studying the details and adapting foreign models to real sports opportunities and conditions. The task of studying managerial experience to optimise the practical organisation and organisation of championships and cups of the Republic of Kazakhstan in football, city championships, and multi-level tournaments.

The scientific problem can be formulated from the following position: insufficient knowledge of the modern scientific theory of football training to solve practical problems of improving sports performance and efficiency of football clubs and embassies in the conditions of a modern market economy. Attempts to supplement this information will determine the relevance of this study. The dynamics of changes in socio-economic conditions in the Republic of Kazakhstan at this stage requires considering the mechanisms of management, organisation, and development of football in Kazakhstan, as this area attracts a lot of attention of researchers and experts due to the popularity of this sport in the world.

In the conditions of rapid business growth and competition, one of the most important factors determining the effectiveness of an organisation is an effective marketing strategy, which is ultimately aimed at meeting the needs of consumers [21]. In a broader sense, the following goals of sports marketing can be defined: to increase the productivity of consumers, to achieve

consumer satisfaction and to offer the public the widest possible range of services. Market policy is based on the principles of a modern market economy (the principle of consumer dominance, the principle of commitment to the development and provision of services really needed by consumers, the principle of social orientation, the principle of scientific validity) and satisfaction (the principle of economic justice, etc.). The marketing strategy of management is based on five strategic concepts [22]: the choice of target markets; distribution in the market; the choice of presentation mode; the choice of marketing methods and tools.

Each football club of the Republic of Kazakhstan needs its own multi-level strategy. The first step of which is to investigate the market (that is, to identify real and potential users of the club's services), and to analyse the problem and suggestions for its solution. Marketing research includes studying the competitive environment of a football club (the presence of competing football clubs); evaluating the effectiveness of competing companies (their infrastructure components, the number of fans of a football club, the quality and cost of services offered). Based on the information received, the competitive advantages of a football club are analysed by comparing the capabilities of the club and competing clubs in different places. The second step determines the market goals of the football club. The third step is to evaluate the resources and opportunities that a football club can offer to achieve this goal. The fourth step is the development of a football club policy. At this stage, the problems that need to be solved during the implementation of the football club's policy and the main options for their solution are described. The fifth step of this strategy approves the final version of the management steps plan and the action plan for its implementation.

Any sports organisation has a special internal structure based on the characteristics of the sport. In other words, a sports organisation has different types of administrative activities. A sports organisation has structures of relations and subordination, which means that managers move to different levels and solve different tasks of a football organisation. As part of the development strategy of FC "Astana", much attention is paid to the resources and facilities of the football club. Since 2009, FC "Astana" has been playing at its home stadium – "Astana Arena", which is one of the best in the Republic of Kazakhstan. The capacity of this stadium is 30.200 spectators. The club's management is actively engaged in the creation of the infrastructure for the development of its own personnel reserve and focuses on the education of local football players from among the talented and promising youth of the Republic of Kazakhstan. For this purpose, the leadership of the club formed the youth football team "Astana-U21", introducing the younger generation to football, identifying and training talented teenagers, creating a sports reserve for the football team "Astana".

The number of children's and youth sports schools in the Republic of Kazakhstan is also growing, which gives grounds to expect that quality players will be trained for football teams not only in the Republic, but also abroad. Considering the assessment of the modern sports management of FC "Astana", the effective implementation of systemic measures to facilitate the club's development

strategy, which includes improving the quality of sports management, is based on the use of foreign experience in training athletes, gives the necessary impetus to the further development of football in the Republic of Kazakhstan.

Discussion

A sports manager or director is a key member of football organisations operating in the market. Managers are people responsible for the productivity of the organisation at the expense of all participants in the workflow. It is customary to look at the work of a manager not only because they work alone, but also because they work in a team. A manager is a member of an organisation who leads all people, sets goals, and makes decisions in the chain of goals for these people. Such searches are heterogeneous, differ in diversity, acuteness, and their distribution [23; 24]. The manager should be able to talk to people, make decisions, give oral and written instructions, conduct business conversations, be able to listen well and analyse the words of employees, etc. In this context, it is customary to distinguish ten managerial roles, which are divided into several main groups: the role of personality, the role of information, and the role of motivation. Each of the roles is determined by a certain ethics, suitable for a particular sports club or position. The manager or director plays a managerial and informational role in the decision-making process of a football club: the allocation of resources of the football team, the resolution of disputes within the team, the search for new opportunities for the football organisation, negotiating with sponsors and organisations [25; 26].

The professional competence of the management staff of the football club, their knowledge and their talents are always manifested in two main areas: technical and socio-psychological. Technical policy refers to the preparation and approval of managerial decisions when performing managerial tasks of a football organisation (planning, organisation, motivation, and leadership). The manager communicates with many members of the organisation. An employee holding the position of manager must have leadership personal qualities that inspire trust and respect. It is important to develop the ability to remain calm; to think clearly under any circumstances; to improve physically and mentally; to evaluate important actions; not to look for mistakes from scratch; and also to work on correcting existing situations. Given the specifics of how managers work with the most valuable resource in an organisation, namely, people, it is necessary to know the aspects of human communication within a football organisation. The socio-psychological orientation of the professional activity of the head is connected with his ability to work with people, and directs them to the implementation and implementation of the decision-making process. There are several areas in a football organisation that need to be managed. In this sense, major sports football teams have different leadership, and each of the managers has different roles [27]:

1. A production manager who oversees the improvement of the structure of the football organisation, quality control in accordance with market requirements, personnel management and licensing. Responsible for contracts, quality and development of services within the organisation.

2. Competition in the market, current and future demand, advertising policy, etc.

3. Human resource management, aspects of employees' activities: recruitment, appointment, training, retraining, motivation and encouragement, creating a positive moral and emotional environment, improving the work and life of employees of a football organisation.

4. Innovation, head of the research department, the use of quality improvements or innovations to increase the number of products or services offered.

5. Financial manager responsible for the creation and distribution of cash flows within the organisation.

6. Managers responsible for processing and analysing information about the organisation's activities, comparing its values and main goals. The financial criteria of an organisation, as a rule, are the main criteria for the success and quality of the manager's work.

The manager always acts as the leader of a sports football organisation, builds relationships within the team and outside the organisation, motivates all members of a sports football organisation to achieve goals, coordinates their efforts and, ultimately, acts as a representative of an organisation in cooperation with other organisations. Today, sports marketing is only about 30 years old, and in Kazakhstan it is about 10 years old. It appeared in the Republic of Kazakhstan when professional football clubs became completely independent from the state. But the reality is that the industry is just beginning to take shape. In June 2020, David Otarovich Loria was appointed to the position of General Director of the Astana Football Club. It is worth noting that under the previous CEO Paul Ashworth, Astana dropped out of the European Cup qualification and practically lost the chances of retaining the championship title in the Republic of Kazakhstan.

One of the most important duties of a football team is to run a successful business. Successful business can occur under certain conditions, as the long-term experience of many football clubs has shown. One of the most important requirements is the competent management of football clubs based on the constant collection and analysis of market and consumer information with additional adjustments regarding personnel, business, advertising, and other policies. Thus, the management of a football organisation is called marketing management.

Effective management of a football club begins with defining the goals that the sports federation should achieve in the near future. [28] The main goal of football management [29]: minimum cost of goods and services; survival of the company in a competitive environment; maximum quality of goods and services sold and maximum profit and turnover from souvenirs of the football club; increase in ticket sales for matches; increase in the market value of the football team.

Working conditions in football clubs of the Republic of Kazakhstan are very different in their economic, psychological, cultural, and sports content. Some additional standards, in the process of determining the goals of the sports association, it is necessary to carefully analyse and eliminate inconsistencies. If there is a conflict between improving the quality of products and reducing their costs, it is obvious that the goal can be achieved only with a sufficient number of people, materials and

resources, and with the support of consumers of all these products.

At the center of the so-called pyramids are consumers or fans of the football team, which is the foundation of society. In the sports football federation, the necessary powers are provided to meet the needs and interests of fans and clients of advertisers. Without these basic needs, it is quite difficult to do business, but still, under such conditions, economic activity can be carried out at certain stages. Sports leagues that do not have the financial infrastructure and sufficient resources are forced to live with responsibilities that negatively affect their business. The most likely result of this practice of a sports organisation is bankruptcy. To avoid this, sports federations must have sufficient resources and facilities for sustainable development to support all other economic activities: promotion, competitions and training, fees and awards, transfer events, etc. The importance of effective management of financial assets of sports organisations is not to acquire financial instruments at full cost, but to have [30]: maximum profitability; high reliability; acceptable liquidity (i.e., fast balancing). Simultaneous compliance with these criteria is sometimes a very difficult and impossible task, as sometimes the criteria are contradictory. For example, reliable investments tend to have low returns. Consequently, increasing financial profitability requires riskier financial investments. In their processes, the activities of professional football clubs of the Republic of Kazakhstan are aimed at improving the management system, reducing dependence on budget revenues at various levels, from state regulation to microscopic regulation.

The process of optimising the management system of professional football clubs of the Republic of Kazakhstan is not easy, it requires a lot of time and effort. And this process takes place in several stages. The actual result of a professional football team largely depends on their budget. Stable cash flow makes the work of football clubs systematic and more efficient. Not all clubs can provide adequate and permanent funding with excellent results in national and international leagues. The lack of money in the football organisation forces managers of professional football clubs to look for new sponsors. The problem of attracting sponsors is relevant in almost any professional club of the Republic of Kazakhstan and abroad [31]. The analysis shows that Kazakh football clubs not only benefit from their activities but also receive compensation from companies or individuals who support them. It should be noted that the financial situation of a football organisation in the modern economy practically reflects the final results of its activities [32-34]. Thus, comparing the budgets of European and Kazakh football teams, it becomes clear that European football teams (especially famous ones) receive more than half of all revenues from matches and related sales.

Despite the fact that football is still a very popular sport in the Republic of Kazakhstan, and sometimes a very significant social phenomenon for the whole country, they are just beginning their way to such a level of development of activities [35]. According to European and American models of football organisation management, professional football clubs are funded by the profits that teams receive directly from sporting events. This fact is one of the keys

to analysing the stage of development of professional football. However, many European football teams also depend heavily on the structure of the state and municipalities, since not all clubs are equipped with professional teams. After all, only the best football teams can bring significant profits to their owners. It should also be noted that the management of football organisations usually conclude long-term or one-time contracts with television and distribute the proceeds between individual teams. Football clubs can also negotiate with regional and national radio. In the Republic of Kazakhstan, the development of the system of selling television rights as a means of financing is extremely slow and requires great efforts [36-38].

Television, numerous Internet resources, mass media – all these structures act as intermediaries between football clubs and the population of the country. In addition, modern football clubs have the opportunity to make a sufficient amount of profit by selling the rights to broadcast their matches. Currently, this type of activity in Kazakh football is not sufficiently developed. Broadcasts are carried out on a large number of cameras, which guarantees high-quality viewing of the match from home, all shooting is carried out using modern group equipment, high-quality computer graphics and illuminating the football image. In the Republic of Kazakhstan, high-quality football broadcasts are available only at several large stadiums, such as “Astana Arena” in the city of Nur-Sultan (built in 2009), Almaty Central Stadium (built in 1958), Kazhymukan Munaitpasov Stadium in Shymkent (built in 1969), for all other sites this type of shooting will be rather difficult. In addition, the climate in the Republic of Kazakhstan makes it very difficult to keep the grass near the field in good condition all year round. This not only affects the quality and colour of grass, but also harms athletes and negatively affects the image quality on television [39; 40]. Inadequate use of marketing techniques and improper work on the image of a football club will lead to a decline in profit-making. The qualitative development of marketing in a football club is important for making a profit, because it gives you the opportunity to earn not only directly on the football game, but also on the attributes of a football club. Hats, balls, jerseys, and other elements of the football game process, which are always placed not far from the venue of a football match, and create a very interesting football atmosphere for fans and just spectators.

Football club “Astana” opened its first fan shop only in 2017. In the store with the attributes of the club, it became possible to purchase the team players' uniforms, scarves for every taste, polos, sweatshirts, hoodies, winter knitted hats, and much more. The opening of this store had a beneficial effect on the development and image of the club, and increased the profit of the club.

Conclusions

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Summing up the results of the entire study on the topic "Football management in the modern conditions of the Republic of Kazakhstan", the peculiarity of football management as an object of the management system indicates that managers of football teams of the Republic of Kazakhstan are obliged to consider the fact that this sports industry is certainly different from other areas of sports activity. Accordingly, it is not feasible to mechanically transfer control schemes and models from other sports industries to the sphere of football.

The theoretical analysis of the literature consisted of the latest studies by Kazakh and foreign authors, which highlight the issues of management efficiency in the modern world football industry and issues related to the management of the sports industry. Club football management of the Republic of Kazakhstan consists of a set of principles, methods of management of a football club in Kazakhstan, which are aimed at achieving the set goals of a football organisation based on the use of its internal potential. This paper highlights the issues of the modern football industry of the Republic of Kazakhstan and substantiates their economic, political, and social component. The components of effective management in the modern football industry are considered. The ways of increasing the efficiency of football organisations are extrapolated.

The main conclusion of this study is as follows: sports management as a science is a fundamental factor in the success of football teams and their high sporting achievements. The methods of managing football organisations in the modern sports industry, substantiated by foreign football researchers, show that these methods of managing a football club are quite disastrous for football organisations of the Republic of Kazakhstan, and should be revised to be more suitable for the effective functioning of football organisations. Therefore, many Kazakh football clubs should pay attention to their own management strategies and, potentially, reshuffle their personnel, which should later appear in the next transfer window and radically transform the management scheme of a football club.

Modern football for the Republic of Kazakhstan is something more significant than the events in the spotlight related to sports records, victories and awards of football players, which undoubtedly retain great relevance. Modern football is presented as a game for millions of people in Kazakhstan, and deserves more competent and effective management of football organisations, whose goal is to achieve the result through the use of internal potential.

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Conflict of Interest

None.

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Анотація

Актуальність. Дана робота присвячена управлінським функціям сучасних футбольних клубів в Республіці Казахстан. Актуальність теми обумовлена тим, що в даний час в Республіці Казахстан існує величезна потреба в дослідженнях національних особливостей розвитку футболу, оскільки цей вид спорту є одним з пріоритетних секторів розвитку спорту в країні. Існує необхідність розвитку теорії та методології вирішення проблем, пов'язаних з футбольною індустрією; потреба в детальному аналізі структури та сучасного стану розвитку всієї футбольної індустрії в країні.

Мета. Метою даного дослідження є теоретико-методологічне обґрунтування використання факторів стратегічного управління у футбольній індустрії Республіки Казахстан та розробка методики оцінки ефективності управління футбольними клубами.

Методологія. Застосовано такі методи: системного аналізу, порівняння, єдності логічного та історичного методів, аналітичний метод.

Результати. У статті висвітлено проблеми футбольної індустрії та обґрунтовано їх економічну, політичну та соціальну складову. Розглянуто питання ефективного менеджменту в сучасній футбольній індустрії Казахстану, а саме в футбольному клубі "Астана". Стверджується, що будь-який футбольний клуб сьогодні функціонує в умовах конкуренції, що зумовлює необхідність перебудови системи управління та шляхів підвищення ефективності роботи.

Висновки. Практична значущість дослідження на тему "Менеджмент футболу в сучасних умовах Республіки Казахстан" обумовлена тим, що проаналізовані та розроблені методи оцінки ефективності управління футбольною галуззю в Республіці Казахстан можуть бути використані органами державного управління, які реалізують політику у сфері розвитку спорту на національному та місцевому рівні.

Ключові слова: футбольний клуб; управління; функції управління; футбольна індустрія; ефективність управління.