

## ROLE OF STUDENTS' YOUTH IN STRATEGIC PLANNING OF EXTERNAL COMMUNICATIONS OF POPULATION PHYSICAL HEALTH "SPORTS FOR ALL" CENTERS

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**Abstract.** *Purpose:* to work out strategy of external communications system's improvement of population physical health and determine students' role in optimization of this system. *Material:* we questioned 136 centers' functionaries and 338 representatives of groups of influence. SWOT-analysis was used. With the help of SWOT-analysis method we simulated 16 the most probable situations and strategic actions in case of their occurrence. For determination of experts' opinions concordance, we used concordance coefficient in SWOT-analysis. *Results:* we found strong and weak sides of external communication centers' system, favorable opportunities and threats of this system. Strategies of centers' behavior in the most probable situations were worked out and students' youth role in them analyzed. It was determined that in every simulated situation participation of students-volunteers of physical culture-sports profile was very important. We also noted demand in increase of personnel's competence level, in attraction of specialists from other organization. *Conclusions:* in conditions of limited resources and breadth of functioning the centers shall actively use students' assistance in organization and realization of different measures; attract them as consumers of the centers' services.

**Key words:** stakeholders, communications, interaction, SWOT-analysis, volunteers,

### Introduction

Functioning of any physical culture-sports organization is connected with external communications, which ensure linking processes [12, 19, and 23]. They interact with interested physical and legal subjects, or groups of subjects (stakeholders). Centers "Sports for all" shall to involve wide population strata in motor functioning in time free of work or study [1-3]. Their functioning is oriented exclusively on health improvement of population and does not imply any profit. Financing is realized only by government or sponsors. Deficit of finances stimulates centers to receive free assistance from volunteers [4-6, 10]. For effective interaction it is necessary to use already created strategies of external communication [14, 22].

The most acceptable direction of the mentioned problems' solution can be application of SWOT-analysis. Effectiveness of such approach is shown in some researches.

As far as "Sports for all" movement and centers appeared in Ukraine not long ago their communication system has not been studied sufficiently yet and is imperfect. But their functioning is important for formation of population's demand in healthy life style, youth's socialization and students' adaptation at new place of study [7, 9, and 21]. That is why there is a demand in more detail analysis of functioning of population's physical health centers and students' role in optimization of this system.

### Purpose, tasks of the work, material and methods

*The purpose of the work* is to develop strategy of external communications system's improvement of population physical health and determine students' role in optimization of this system.

For receiving of comprehensive information we questioned 136 centers' functionaries and 338 representatives of external groups of influence (stakeholders).

### Statistical analysis

In our work we used SWOT-analysis. This method of strategic planning implies determination of factors of organization's internal and external medium and dividing them into four categories: strengths, weaknesses, opportunities and threats. For determination of experts' opinions concordance, we used concordance coefficient in SWOT-analysis. With the help of SWOT-analysis method we simulated 16 the most probable situations and strategic actions in case of their occurrence. The relevance of such approach is confirmed by other researches [12, 13, 15-18]. It permits to find strengths and weaknesses, opportunities and threats, which require the highest attention and efforts from organization [8]. Opportunities and threats can influence on system of centers' external

communications but do not depend on “Sports for all” centers themselves. Strengths and weaknesses of this system depend on internal peculiarities of “Sports for all” centers.

### Results of the research

Questioning and observations, conducted by us, resulted in determination of “Sports for all” centers’ strengths and weaknesses as well as potential opportunities and threats (see table 1). In every group of factors we chose two main. Comparing them, we worked out 16 models of centers’ behavior in different situations. Besides, we found ways of students’ assistance in realization of “Sports for all” centers’ strategic tasks. Some situations will facilitate development of the centers; other will require urgent measures for neutralization of negative factors.

**Table 1.** SWOT-analysis of system of centers’ external communications центрoв

	<b>Opportunities (O)</b>		<b>Threats (T)</b>	
	1. increase of stakeholders’ sponsoring of the centers	2. Increase of motor functioning popularity	1. Stoppage / weakening of voluntary stakeholders’ interaction with centers	2. Reduction of governmental financing of centers’ development and popularization
Strengths (S)	1. Many years’ experience	Increase of projects’ quantity and their participants	Expansion of centers’ network and increase of consumers’ quantity	Working out of programs for involvement of new participants and retention of old ones
	2. Centers’ realization of measures on attraction of stakeholders and intensification of communication with them	Increase of participants’ quantity. Rising of efficiency of external communications	Increase of “ports for all” participants’ quantity, covering of all Ukrainian territory	Involvement of new participants and retention of old ones with the help of new projects and programs
Weaknesses (W)	1. Weak material base	Increase of stakeholders’ interest in communication with the help of already available channels for prevention from weakening or stoppage of interaction	Optimization and adaptation of available channels for communication with interested physical or legal subjects	Prevention from blocking of projects on stakeholders’ interest intensification. Constructive working out of programs with usage of available communication means
	2. Absence of specialists and department of external communications	Creation of position of profile specialist for maximizing of potential benefits	Creation of position of profile specialist for increase of movement’s participants and intensification of communication with them	Attraction of qualified specialists from other organizations; seeking of volunteers-specialists in external communications
				Attraction of qualified specialists working out of programs with minimal governmental participation and minimal investments. Seeking of other sponsors Attraction of qualified specialists

In case S1-O1 (see table 1) favorable circumstances appear. In such case it would be purposeful to increase quantity of projects of “Sports for all” centers, in which more quantity of stakeholders (physical and legal subjects, influencing of centers’ functioning) will participate as well as consumers. Higher quantity of participants will be

required. Students of profile specialties already have required basic knowledge. They can help in organization and realization of measures and will receive necessary practical skills.

In case S1-O2 expansion of centers' activity is possible. It will permit to open new centers, i.e. to expand the network. Increase of motor functioning popularity implies strengthening of society's interest to it. In such situation assistance of students as volunteers is also required. Besides, formation of sports circles on the base of higher educational establishments is possible; realization of measures on popularization of healthy life style and centers' activity among students, as far as youth is the most important group of consumers.

In case S1-T1 it is necessary to minimize impact of negative factor and maximize influence of positive one. In such case experienced specialists of centers shall implement programs and take required measures for involvement of new interested subjects (sponsors, partners, consumers and etc.) as well as for prevention from stoppage of interaction with already available stakeholders. Direct realization of programs and projects will also require assistance of students, especially those, who master management. Besides practical experience it will help the students to quicker socialize in society.

In case S1-T2 seeking of voluntary stakeholders (sponsors, physical culture-sports organizations; mass media means and so on) becomes urgent. Besides, the strategy of interaction with governmental and local authorities, whom the centers subordinate, is required. The centers shall address to such boards. For this purpose the centers shall have visual materials, illustrating usefulness of their functioning. For collection of the materials the centers will require volunteers' assistance, which, mainly, can be rendered by students. In this case analysis of positive influence on youth and higher quantity of "Sports for all" young participants will add to reports and presentations' weight.

Combination of factors in case S2-O1 is a platform for increase of stakeholders groups' participants. In certain cases it is a platform for increase of the groups themselves and intensification of communication with them. Students will be regarded and actual and potential consumers; as mediators and supporters in interconnection with other stakeholders' groups. Other stakeholders (for example sponsors) can interact with youth for achievement their own targets.

Combination of factors S2-O2 permits to attract great number of new participants of movement "Sports for all", who will represent most of Ukrainian regions. For the centers it is important to support popularity of motor functioning and attract attention to themselves as to optimal place for practicing of physical culture exercises and sports. For example, for philanthropists and volunteers (including students), it important to demonstrate social usefulness of centers and other participants of "Sports for all" functioning. Interacting with the centers, students can familiarize with kinds of sports, presented by sports federations and associations, to understand use of motor functioning.

Combination of factors S2-T1 forces the centers to apply efforts to gain attention of volunteers. It is necessary to support interaction and watch its intensity. In case of resources' deficit it is necessary to use channels and means of communication with minimal financial expenses. Students shall be actively stimulated for cooperation as financially not motivated participants. It is very important in conditions of cost cutting. For this purpose it is necessary to stress on significance of their help, to cooperate with higher educational establishments, to encourage students with different bonuses.

In case S2-T2 the centers shall direct higher efforts to seeking of non governmental sources of financing, to more actively use the base of physical culture-sports organizations and use volunteers' assistance oftener. Besides, it is necessary to consider the cost of communicative channels and means. With it, cheap and high speed channels of communications can be used (mobile phones, e-mail).

### **Discussion**

It should be noted that movement "Sports for all" appeared in Ukraine not long ago [1, 2, 6] and it is studied insufficiently. Previous model situations are more typical for physical-culture sports organizations and are not the topic of scientists' discussions [14, 23]. In this aspect model situations are more problematic and discussable. For example in situation W1-O1 weak material base can reduce success of increasing centers' support by stakeholders (it hinders effective communication). Therefore it is necessary to interest stakeholders by communication with the help of available communication channels and consideration of peculiar feature of every stakeholders group. In situation W1-O2 weak base can also hinder popularization of centers' activity in favorable conditions. Wide

population strata will not be informed to full extent about peculiarities of motor functioning and centers' role in creation of conditions for such functioning.

With absence of required technical means for wide collection and transmitting of information it is purposeful to use students' assistance. Information about interests and potentials of stakeholders' groups, collected by them, can be used, when working out projects of the centers. Students can also help in propagating of information about motor functioning usefulness and about centers' "Sports for all" role in its popularization.

Dutchak M. [3, 4] wrote about importance of centers' "Sports for all" interaction with population. The author regarded "sports for all" as social phenomenon and underlined the role of state in its development. Results of our research point that state does not facilitate development of the centers properly. It is confirmed by other researches as well [11]. In our work deficit of programs on personal's vocational training is stressed on. It is especially important in situation W1-T1. With stoppage of interaction with voluntary stakeholders, weak material base will prevent the centers from creation of effective programs for struggle with such negative impact. It is necessary to increase interaction level with remaining stakeholders' groups and reasonably use available limited communication means. For this purpose it is necessary to perfect functionaries' skills. In case W1-T2 there happens ignoring of communication means' obsolescence in "Sports for all" centers by governmental and local authorities. Except active search of new material sources, it is necessary to attract attention of state, accentuating centers' significance in involvement of wide population strata in motor functioning; to underline importance of the centers in this process. One of the best methods is demonstration of great quantity of students. It facilitates their socialization [10, 7, and 9]. Other authors point at educational aspect of the centers' influence on students [7, 9, and 10]. These authors studied volunteers' movement in the whole, without accent on students [10].

Combination of factors W2-O1 restrains development of interconnections between centers and stakeholders. Due to deficit of specialists efficiency of communication with certain stakeholders' groups can weaken. Therefore, it is necessary to form a department or position of specialist, responsible for communication with external medium and be capable to watch groups' interests and activity and kept permanent links. However deficit of such specialists is rather acute. That is why it would be purposeful to attract students of appropriate specialties, who would cope with such important working aspect. Importance of volunteers of different specialties in centers' activity and competence of strategic planning were proved in other researches [10, 14, and 22].

In case of factors W2-O2 deficit of qualified specialists reduces role of centers in supporting prestige of motor functioning and healthy life style. In this case specialists of other profile are lack of time, knowledge and skills for effective external communication. Besides involvement of voluntary stakeholders it would be correct to create initiative programs. Such programs can be directed to governmental and local authorities. For this purpose specialists' assistance is required. In this case students of different related specialties can help. Other researches point at interconnection between support of local authorities and progress of "Sports for all" movement in Ukrainian regions as well as role of volunteers [1]. In general, authors, in their works, stressed on students' involvement as consumers [1, 4].

Combination of factors W2-T1 results in non effective communication and development of programs. It is required to raise the level of personnel's communication competence, to attract experienced specialists from other organizations or from volunteers; to work out projects on involvement of new participants. In W2-T2 conditions there appears a threat of increasing of centers' quantity and their programs. Projects can be closed by authorities or independently by centers due to lack of required resources. In such case more sponsors' or philanthropists' assistance is required. So specialists in work with stakeholders and in studying of their interests are wanted. It is purposeful to attract students of this profile on volunteer principles.

### **Conclusions**

For profound analysis of the received in our research data we used SWOT-analysis of external communications system of centers of population physical health "Sports for all". Besides, it is a pattern for future independent analyzing works of the centers.

As far as weak material base is a key weakness of centers' external interaction, volunteers' assistance is required. We proved necessity of volunteer's assistance rendered by students of different specialties (especially in sphere of physical culture and sports management). Besides, students are important group of consumers, whose interests shall also be considered.

### Conflict of interests

The author declares that there is no conflict of interests.

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