

## ORIGINAL SCIENTIFIC PAPER

# Organizational Principles of Development of Golf in Ukraine. An Overview of Strategic Planning

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## Abstract

The article analyses the modern trends of world golf. The experience of national golf federations of the world's leading countries, interviews with golf experts assisted (29 participants in the survey: including 8 representatives of the National Olympic Committee (NOC), 10 members of the Board of the Ukrainian Golf Federation, 6 golf judges, 5 coaches and golf instructors) to identify the specific features of golf development and popularization trends. The modern causes affecting further development of golf in Ukraine are investigated: the deficiencies of the legislative provision of sports development and the promotion of the activities of subjects of the national golf system; low level of motivation of different groups of population for golf to practice in the country; lack of golf courses at children's and youth sports schools; the backlog of the material and technical base of golf development from the level of most countries of the world; mismatch with the modern requirements of scientific and methodological support for the development of golf and staffing, and others. The strategic directions, goals and objectives for the development of golf in Ukraine for the period up 2030 are resulting from this study. The strategy of golf development in Ukraine will allow dignified representation of the state in the world sports community, popularize golf as a leisure activity in the system of a healthy lifestyle of citizens and promote the consolidation of the nation.

**Keywords:** *golf, development trends, problems, strategy, prospects*

## Introduction

One of the main trends in the development of modern society is the process of globalization, in which sport becomes an important political, social and economic factor. As a result, the main features of the functioning of modern sports are: integration into the market economy system, the migration of athletes and trainers, the formation of a powerful transnational market of sports equipment and equipment, information and ideological measurements (Tereshchuk, 2012, 2014; Tereshchuk, & Drobyshvsky, 2014).

The professionalization and commercialization of the Olympic sport contributed not only to the modification of modern sports in general, the management and training of athletes, but also led to a change in the proportion of the pro-

fessional component in the overall system of sport with a focus on maximum efficiency, technicality, aesthetics and entertainment (Lawrenson, 1997). The inclusion of golf in Olympic sports determines the prospects for the development of this sport in the framework of both national and international scale (Kostenko et al., 2003; Shynkaruk, 2012).

Golf in Ukraine is an integral part of the nation-wide system of physical culture and sport and aims at strengthening the health, development of physical, moral-volitional and intellectual abilities of a person through its involvement in golf competitions (Dutchak, 2009). Despite the interest of the population in golfing in Ukraine, the positive development of golf in recent years, there are a number of problems regarding the development of golf in the country (Shynkaruk, Dutchak, & Pavlenko, 2013).



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The purpose of the research was to study the golf system in the world and Ukraine and based on the expert survey to determine the main issues and prospects of its modern development.

## Methods

Methods used included the analysis of scientific and methodical literature, Internet data and statistics methods.

### Participants

A sociological and expert survey of golf specialists was conducted to determine the current situation regarding the development and popularization of golf in Ukraine. There were 29 participants in the survey: 8 representatives of the NOC, 10 members of the Board of the Ukrainian Golf Federation, 6 golf judges, 5 coaches and golf instructors.

### Study Organization

Studies were conducted during the preparatory period of the seasons 2019-2020 using the methods described below. The special literature and Internet data analysis and synthesis was used for the theoretical study problems in Ukrainian golf.

The methodology of the group expertise included: formulating the tasks, selecting and composing the group of experts, creating the expertise plan, interviewing the experts, analyzing and processing the obtained information.

Concordance of experts' opinions was checked by means of Kendall's concordance coefficient calculation under the condition of non-strict sequence of ranking according to the formula:

$$W = \frac{2S}{m^2(n^3 - n) - m \sum_j \sum_t (t^3 - t)}, \quad (1)$$

where, m – number of experts; n – sample size; tj – number of identical ranks assigned to different alternatives by the j-th expert, S – sum of squares deviation from the mean, which was calculated according to the formula:

$$S = \sum_{i=1}^n \left( \sum_{j=1}^m x_{ij} - \bar{s} \right)^2, \quad \text{where } \bar{s} = \sum_{i=1}^n \frac{S_i}{n}, \quad s_i = \sum_{j=1}^m x_{ij} \quad (2)$$

To verify the concordance coefficient, which describes the average level of the consistency of the experts' opinions, the relevance was checked using Pearson's consistency criteria —  $\chi^2$ - criteria. The necessity of such evaluation arises because we use the sampling data (not all experts are involved, but only a group of experts, that is why the obtained result can be accidental).

### Statistical analysis

The obtained data were processed by mathematical statistics using Statistica, MS Excel software. Expert assessment was carried out by the method of preference (Byshevets et al., 2019; Byshevets et al., 2019).

## Results

Experts estimate that the main limiting factors in the development of golf in Ukraine are social and economic situation in the country (rank 1), lack of material and technical basis (clubs, fields) (rank 2), low popularity of the sport (rank 3), inadequate regulatory and organizational support (rank 4), lack of optimal level of state and local support (rank 5), lack of goal-oriented programs for the development and popularization of golf in the country (rank 6), lack of staffing (rank 7), inadequate competition system (rank 8), etc. (table 1). The coefficient of concordance of the experts' opinions was  $W=0.71$ . The analysis and generalization of the research results of scientific and methodological materials, regulatory documents, the experience of national golf federations of the world's leading countries, interviews with golf experts allowed to identify the specific features of golf development and popularization trends. Considering these peculiarities, we can create a program of golf development and popularization in Ukraine by improving organizational and methodological conditions and substantiate its implementation mechanism in the country.

Strategic directions, goals and objectives for the further development of golf in Ukraine were developed on the basis of the group's expertise (Table 1).

Factors	Sum scores $\Sigma$	Rank
The social and economic situation in the country	38	1
Popularity of the sport	62	2
Material and technical basis (availability of clubs and fields)	66	3
Regulatory and organizational support	123	4
State and local support for golf development	148	5
Availability of goal-oriented programs for the development and popularization of golf in the country	158	6
Staffing support	180	7
The competitions system	271	8

Note:  $\Sigma$  - the sum score, the less the sum score, the higher the expert's score

In the course of the research, strategic directions, goals and objectives of golf development in Ukraine for the period until 2030 were determined: Golf is accessible to all; Children's and Youth Golf; Golf as elite sport; Golf in the system of physical and sports rehabilitation; Promotion and information provision of golf; Development of golf infrastructure; Scientific and methodological provision of golf; Staffing of golf; International Cooperation on Golf Development.

Direction "Golf is accessible to all" (Figure 1). Strategic Goal 1. Implementation of golf courses at educational institutions. Objective: to introduce golf in the educational process and extra-curricular work on physical education in educational institutions of all levels (development of methodological recommendations, improve material and technical support, improve the system of training and advanced training of physical education teachers for conducting lessons with golf

elements, use effective means of motivation schoolchildren and students to go to golf; hold all-Ukrainian competitions for the best organization of the relevant work, etc.); to organize

cooperation between educational institutions in which there are sections of golf and mini golf; to ensure the creation and operation of the Student League of Ukrainian Golf.

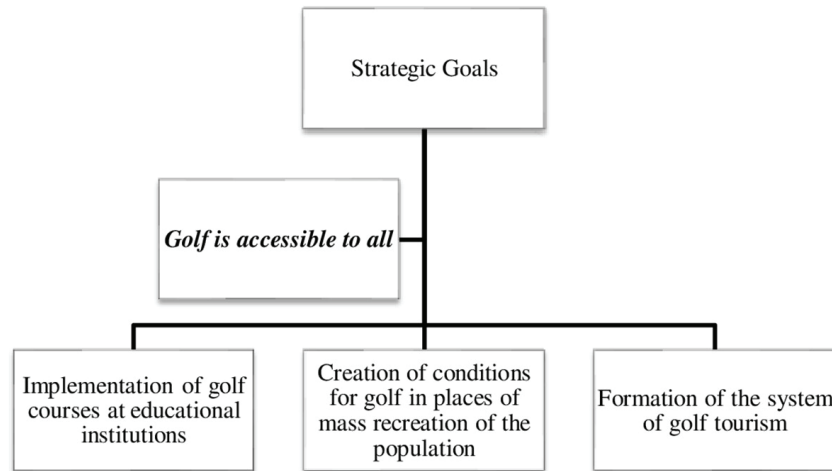


FIGURE 1. Strategic Goals for Destination "Golf is accessible to all"

Strategic Goal 2. Creation of conditions for golf in places of mass recreation of the population.

Objective: to conduct public sporting events with elements of golf as effective types of family activities in places of mass recreation of citizens; create family golf courses; develop and implement target programs for the creation of children's playgrounds and flat sports facilities from golf in recreational parks and recreation areas; to create a system of mass sports events, holidays with elements of golf among children, adolescents and youth; Provide conditions for bringing children to short-term training on technical elements of golf on the basis of the special project "Massive entertaining golf schools".

Strategic Goal 3. Formation of the system of golf tourism. Task: to organize excursions of schoolchildren for golf and mini golf competitions; to create favorable conditions on the golf courses for the stay of tourists as spectators and / or

participants in mass competitions; to promote the formation of tourist groups for viewing prestigious international sports competitions on golf; organize a tourist route to the golf courses of Ukraine.

The direction "Children's and Youth Golf" (Figure 2). Strategic Goal 1. Introduction of golf to subjects of children's and youth sports. Objective: to implement a training program for children's and youth sports schools, specialized children's and youth sports schools of the Olympic reserve, schools of higher sporting skills and specialized schools of sports golf profile; to open golf departments in children's and youth sports schools and other subjects of children's and youth sports; Create a Golf Academy for young players based on leading golf clubs; to conduct summer sports camps for the best young golfers; to develop programs for the preparation of the Olympic reserve for golf "From the first ball hit to the sport of higher achievements".

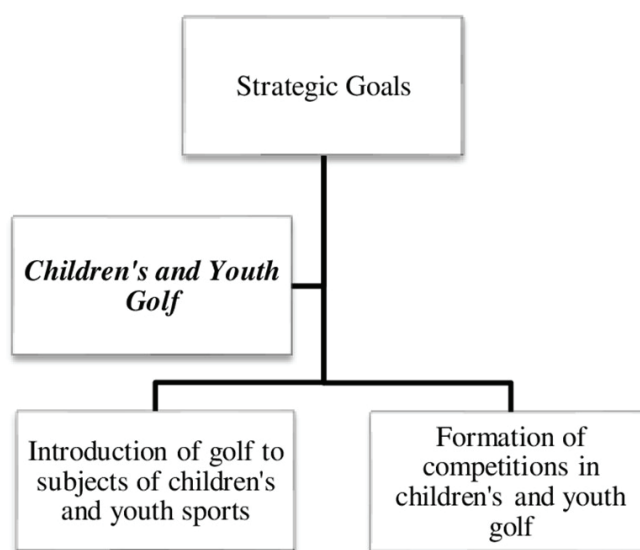


FIGURE 2. Strategic Goals for Destination "Children and Youth Golf"

Strategic Goal 2. Formation of competitions in children's and youth golf. Task: to organize All-Ukrainian multi-league golf competitions among young players; Ensure participation

in various international sports competitions of the best young golfers; To launch and conduct an international tournament for young golfers in Ukraine.

Direction "Golf as elite sport " (Figure 3.). Strategic Goal 1. Ensuring the development of golf infrastructure as a sport of higher achievement. Objective: To promote the formation of a

system of golf clubs of various forms of ownership; to create a center for the preparation of national teams of Ukraine on golf; to ensure the functioning of the national team of Ukraine on golf.



FIGURE 3. Strategic Goals of the "Golf as elite sport"

Strategic Goal 2. Promotion of amateur and professional golf. Objective: To stimulate clubs of tournaments among golf lovers and launching a relevant national tournament; to create in Ukraine a competitive system of competitions for professional golf players in accordance with international standards and rules; To register the Ukrainian golf professionals, their certification and assignment of the corresponding categories; conducting the official sports rating of Ukrainian golf professionals; to Figure 3 Strategic Goals of the "Golf as elite sport" support the participation of Ukrainian players in prestigious international golf competitions of amateurs and professionals; to assist leading Ukrainian golfers in attracting sponsors and investors from commercial amateur and professional golf projects; to carry out a complex of activities for the participa-

tion of athletes of Ukraine in the Olympics and the Paralympic Games of Golf.

Direction "Golf in the system of physical and sports rehabilitation" (Figure 4). Strategic Goal 1. Introduction of golf elements into the system of physical and sports rehabilitation of persons with disabilities. Objective: to implement social programs using the elements of golf in physical culture and sports rehabilitation of persons with disabilities, children with disabilities in order to improve their physical and psychological condition; to ensure the availability of golf lessons (mini golf) for physical education and sports rehabilitation of military and veterans of combat operations; to provide barrier-free golf courses for unhindered access by persons with disabilities, children with disabilities.

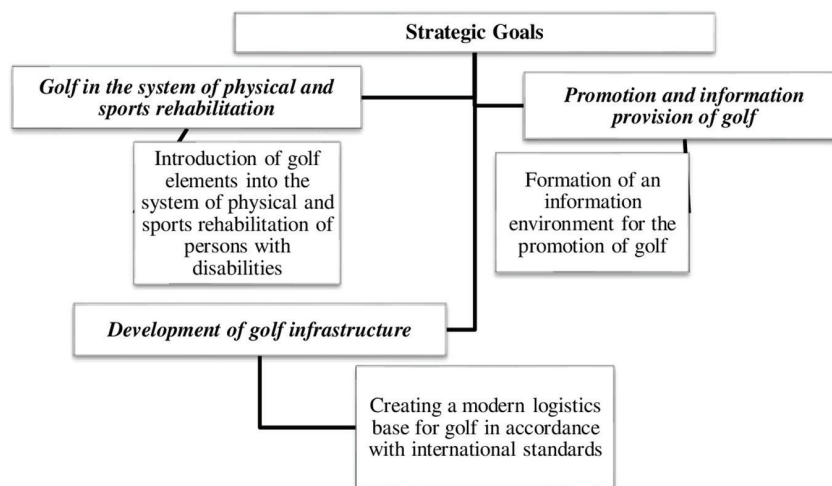


FIGURE 4. Strategic goals of "Golf in the system of physical education and sports rehabilitation", "Propaganda and information provision of golf", "Golf infrastructure development"

Direction "Promotion and information provision of golf" (Figure 4). Strategic Goal 1. Formation of an information environment for the promotion of golf. Objective: To introduce in the mass media, primarily on television, social advertising on the benefits of golf for the formation of a healthy lifestyle of citizens, as well as cognitive programs for people of all ages

in relation to golf during the life process and overcoming the state of social indifference; Provide coverage of sporting events from golf in the media and social networks; Integrate existing and create new information resources to ensure the exchange and dissemination of golf information; To launch the publication of the periodical printed edition - the magazine "Golf of

Ukraine"; create a golf league of journalists in Ukraine.

The direction "Development of golf infrastructure" (Figure 4). Strategic Goal 1. Creating a modern logistics base for golf in accordance with international standards. Task: to prepare and make changes and additions to the legislation in the established order in order to create a favorable legal field for development of the infrastructure of domestic golf; Further development of golf infrastructure through the construction of modern golf courses and the introduction of their certification for sporting events of various levels; Improvement of city planning in terms of creating golf courses and mini golf; making necessary changes to the corresponding state building standards; accept and financially provide a long-term plan for building golf courses for 9 and 18 holes of different types and classes, shortened golf courses, mini golf courses; to create a network of golf simulators on sports facilities of Ukraine.

Direction "Scientific and methodological provision of

golf" (Figure 5). Strategic Goal 1. Introduction of innovative approaches to the scientific and methodological provision of golf development Objective: to develop programs of scientific support for the training of leading domestic golfers and national teams of Ukraine; to organize the conduct of scientific research and the implementation of their results in the practice of golf clubs and other sports subjects; provide prevention of injuries and illnesses of golfers in the process of sports activity, as well as prevention of the use of prohibited substances and methods, etc.; to use innovative technologies for the mobilization of functional and mental reserves to increase the efficiency of the training and competitive activities of golfers; to carry out preparation and publication of methodical and scientific publications, textbooks, training manuals, videos, audio products for the assistance of trainers, judges, athletes; Participate in international conferences and seminars on topical issues of golf development.



FIGURE 5. Strategic goals of "Scientific and methodological provision of golf", "Staffing of golf", "International cooperation on golf development"

The direction "Staffing of golf" (Figure 5). Strategic Goal 1. Improvement of the staffing system for golf development. Objective: To determine the need for different golf courses and to adopt a long-term plan for staffing golf development; to organize preparation of golf coaches in the leading specialized institutions of higher education; to start the work of the School of Golf Judges; to assist domestic judges in obtaining licenses of international golf organizations; to provide training for domestic golf careers and golf inventory specialists; to promote the professional growth of trainers and other golf specialists, to form a system of their certification; to develop a program of volunteer golf development for the organization of sports, recreation and sport activities.

The direction "International Cooperation on Golf Development" (Figure 5). Strategic Goal 1. Setting up relationships with international partners to facilitate the development of domestic golf. Objective: to maintain and develop business contacts with international golf organizations, national golf federations from other countries on the basis of bilateral agreements and to establish cooperation with new international partners; to ensure the participation of trainers and other golfers in international bilateral and multilateral exchange and internship programs; to expand the representation of Ukraine in international golf organizations; to ensure the participation of domestic scientists and experts in international forums, con-

ferences and seminars on topical issues of golf development; to promote the participation of domestic golf clubs and other sports subjects in international golf support projects.

## Discussion

The analysis of literary sources, normative documents (Meister, 2012; Shynkaruk, 2012; Kostiukevych et al., 2018; Tereshchuk, 2014; Golf Association of Russia, 2018; Golf Federation of Kazakhstan, 2018; EGA, 2018; IGF Golf, 2018; Official World Golf Ranking, 2018) allowed to determine the modern trends of world golf, such as: significant growth in the popularity and geography of the distribution of golf; preservation of leading US positions in golf development; in Europe, the golf system remains focused: 92% of all professional players and 90% of golf courses are in ten countries, primarily in the UK (England, Scotland, Wales), Germany and France; dynamic development of golf in the countries of eastern Europe and the Balkan countries; increasing the number of international athlete leaders from countries that had no previous traditions; development and implementation of national programs and strategies for the development and popularization of golf; existence of a unified system of competitions at the international level combining professional and amateur directions; introduction of a unified world handicap system by 2020; unification of training and certification standards for trainers (in-



structors), judges, green keepers; the rapid progress of the golf business industry (golf clubs and golf courses, the production and sale of clothing and sports equipment, the production and sale of sports sights, tourist services, information services for sports fans, earnings of professional players, the construction of cottages near the golf course, fields, etc.); certification of golf courses and golf club accreditation; opening municipal golf courses with state support at central, regional and local levels.

Further development of golf in Ukraine is complicated by a number of modern challenges:

- imperfection of legislative provision of sports development and promotion of activity of subjects of the system of domestic golf;
  - instability of the socio-economic environment;
  - a tense demographic situation in the state;
  - Strengthening the trend to reduce the share of sports allocations from the state budget, in particular the limited financial resources for the development of golf in the country;
  - low level of motivation of various population groups for golfing in the country;
  - the lack of golf courses at children's and youth sports schools;
  - the backlog of the material and technical base of golf development from the level of most of the country in the world that develop golf;
  - imperfect regulatory and organizational provision of golf;
  - inconsistency with modern requirements of scientific and methodological support of golf development;
  - insufficient staffing.
- The mission of the golf system in Ukraine for the period until 2030 sees:
  - ensuring the promotion of Olympic and Paralympic sports in society;
  - increase of investment attractiveness of Ukraine;

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#### Conflict of Interest

The authors declare that there are no conflicts of interest.

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- creation of conditions for the growth of the skill of domestic athletes from golf;
  - Involve schoolchildren, students and other groups of the population in golf;
  - strengthening of the social institution of the family by means of active rest;
  - use of golf for physical and psychological rehabilitation of military and veterans of combat operations;
  - promoting moral and ethical education, especially children and young people.

The mentioned challenges are deep and systematic and require coordinated actions of state authorities, the public and private structures based on the vision and mission of the golf system in Ukraine in the long-term perspective, as well as the implementation of strategic directions, goals and objectives for the further development of this sport.

#### Conclusions

The analysis and generalization of the research results of scientific and methodological materials, regulatory documents, the experience of national golf federations of the world's leading countries, interviews with golf experts allowed to identify the specific features of golf development and popularization trends. Considering these peculiarities, we have created a program of golf development and popularization in Ukraine by improving organizational and methodological conditions and substantiate its implementation mechanism in the country.

Realization of strategic directions, goals and tasks of further development of golf in Ukraine will allow to coordinate the activities of subjects of various sectors of the socio-economic sphere to ensure the development of golf as an effective means of forming a healthy lifestyle and to establish the international authority of Ukraine in the world sports community.

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