



Marketing tools in assessing the strategic position of a private hockey camp in the sports services market

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Abstract

Objective of the study was to assess the competitiveness of a private hockey camp according to the McKinsey model.

Methods and structure of the study. The object of the experiment was a private hockey camp "YACH-CAMP". The McKinsey matrix was used to assess the competitive position of a sports organization and the potential of various activities to promote services in new segments.

Results and conclusions. The results of assessing the competitive advantage of a private sports camp showed that the greatest importance in its formation is the availability of financial, human, investment resources. The cooperation of the private camp management with sponsors and strategic partners indicates a well-built political strategy, which is an effective marketing tool, as well as evidence of investment attractiveness for many large companies in the region.

Keywords: *competitiveness in the market of services, criteria of attractiveness of services.*

Introduction. Sport at the present stage is a separate industry with its own infrastructure, players and rules of the game, tightly competing with various kinds of entertainment. Without advertising, the business industry cannot take place, since modern markets offer the consumer a great abundance of goods, and sales take place in conditions of fierce competition.

An important condition for the successful functioning of sports clubs, federations, committees and individual athletes is the creation of a positive opinion about themselves and their activities among the general public, as well as among their own employees. Formation of a favorable image of one's organization, creation of a good name to a large extent help participants in economic relations in the field of sports to solve many problems, such as: attracting sponsors, additional fans, young and already established athletes and coaches, establishing good contacts with the media, foreign organizations and government agencies. Advertising of sports clubs with a positive image, their emblems and trademarks is perceived by the public with great confidence.

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Methods and structure of the study. The object of the experiment was a private hockey camp "YACH-CAMP". The McKinsey matrix was used to assess the competitive position of a sports organization and the potential of various activities to promote services in new segments.

In calculating the level of competitiveness of services and the attractiveness of the market segment, an integral assessment indicator was used, which makes it possible to increase the credibility of the assessment, since it uses the weight (or importance) of the criteria.

Results of the study and their discussion. Assessment of the *competitiveness* of the services of the hockey camp "YACH-CAMP", presented in Table 1 showed that the most significant factors were: the unique advantage of the author's methods of training young hockey players; meeting the needs of the target audience; the strength of the brand, implying a good image, a high level of knowledge, audience loyalty.



The average weight of the factors fell on such criteria as: sufficient financial, labor, time, resources for functioning in the new market; managerial flexibility and quick adaptation to market changes. The weak weight of factors fell on the criteria: high level of competition in the segment (the market is saturated); quick reaction from competitors to the activities of the organization.

The most important factors in the competitiveness of a service are its uniqueness and ability to meet the needs of the target audience as fully as possible.

The results of the assessment according to the *attractiveness* criteria of the YACH-CAMP hockey camp segment are presented in Table 2.

It should be noted that the attractiveness of the segment affects the feasibility of high investments in the development of goods in this market, is an indicator for obtaining excess profits in the segment. Market attractiveness criteria include an assessment of intra-market factors, demand and market development trends.

The most significant factors were: the existence of unsatisfied and hidden needs in the market; low level of culture of using the service (therefore, there is an opportunity for growth); low strength of competing brands (low level of knowledge, loyalty, unformed

product image); high segment sales.

The average weight of factors fell on such criteria as: high growth rates of the segment or excess of market growth rates; low investment in advertising in the segment; small number of players in the segment. The least significant factors turned out to be: the segment's long-term growth forecast; available opportunities to expand the range in the segment; minimal risks of influence of external factors (economic, political, social trends).

The marketing strategy depends on the position of the service or market segment in the matrix, namely, the higher the competitiveness of the service, and the higher the attractiveness of the market, the higher the potential for success in this area of activity; the weaker the service of the organization relative to competitors, the lower the attractiveness of the industry, the lower the opportunities for business growth in this direction.

A segment is rated as promising for entry if it scores high on at least one of the criteria: either "high in attractiveness" or "high in competitiveness". Segments marked in green in the matrix can be considered as target if: there are positive forecasts regarding the attractiveness and competitiveness of the segment; or entry into these segments will provide easier penetration into the most attractive segments in the future.

Table 1. Criteria for the competitiveness of the services of the hockey camp "YACH-CAMP"

Competitiveness Criteria	Factor weight	Assessment of the severity of the factor from 1 to 10		Final score Segment 1	Final score Segment 2
	100%	Сегмент 1	Сегмент 1	7,25	5,69
The service of the private hockey camp «YACH-CAMP» has a unique advantage (author's methods of training young hockey players)	27%	8	3	2,16	0,81
The service of the private hockey camp «YACH-CAMP» satisfies the needs of the target audience	20%	9	9	1,8	1,8
The strength of the brand of the private hockey camp «YACH-CAMP» under which the service is implemented is comparable or higher than that of competitors (the brand has a good image, a high level of knowledge, audience loyalty)	15%	5	10	0,75	1,5
Private hockey camp «YACH-CAMP» has sufficient resources to operate in the new market (financial, labor, temporary, qualifications)	12%	7	4	0,84	0,48
YACH-CAMP Private Ice Hockey Camp as an organization is flexible and can quickly adapt to market changes	10%	9	7	0,9	0,7
The level of competition in the segment is high (the market is saturated)	8%	2	2	0,16	0,16
Rapid reaction from competitors to the activities of the organization	8%	8	3	0,64	0,24



Table 2. Attractiveness criteria for the YACH-CAMP hockey camp segment

Competitiveness Criteria	Factor weight	Assessment of the severity of the factor from 1 to 10		Final score Segment 1	Final score Segment 2
	100%	Сегмент 1	Сегмент 1	8,10	4,75
Segment sales are high	12%	10	8	1,2	0,96
The growth rate of the segment is high or exceeds the growth rate of the market	10%	9	5	0,9	0,5
The number of players in the segment is negligible	9%	3	2	0,27	0,18
Investments in advertising in the segment are absent or at a low level	10%	8	4	0,8	0,4
There are opportunities to expand the range in the segment	5%	10	9	0,5	0,45
Low level of culture of using the service (which means there is room for growth)	14%	8	4	1,12	0,56
The strength of competing brands is not great (low level of knowledge, loyalty, unformed product image)	12%	8	3	0,96	0,36
There are unmet and hidden needs in the market	15%	7	2	1,05	0,3
Long-term growth of the segment is predicted	8%	10	8	0,8	0,64
Risks of influence of external factors (economic, political, social trends) are minimal	5%	10	8	0,5	0,4

Segments marked in orange should be treated with extreme caution as they carry high risks.

Conclusions. The results of assessing the competitive advantage of a private sports camp showed that the greatest importance in its formation is the availability of financial, human, investment resources. The cooperation of the private camp management with sponsors and strategic partners indicates a well-built political strategy, which is an effective marketing tool, as well as evidence of investment attractiveness for many large companies in the region.

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