A COMPARATIVE ANALYSIS OF SPORT MANAGEMENT SYSTEMS ACROSS CONTINENTS

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Abstract: In order to develop the sports sector in Uzbekistan and to rank among the successful countries in the international sports arena, it is important to study the sport management systems of developed countries. Therefore, scientifically analyzing sport management systems, examining advanced practices, and comparatively evaluating them against the sport management model in Uzbekistan can contribute to the further development of the sports sector. This study is a descriptive scientific work in the field of comparative sport management and aims to analyze the similarities and differences among the sport management systems, organizational structures, and operational mechanisms of different countries. A descriptive approach and documentary analysis method were employed in the study. The sport management systems of countries that have achieved success in international sporting competitions were examined on the basis of sport financing, budget allocation for sport, levels of participation in sport, and sport policy. The findings revealed that the sport management systems and socio-economic structures of the countries differ from one another. In European countries, sport is regarded as an important component of welfare policy. In Germany, the sport financing system was observed to be closely linked to public administration. It was also found that countries place particular emphasis on the concepts of "Sport for All" and "High-Performance Sport" in their sport policies and that sport culture occupies an important position.

Keywords: Comparative sport, sport management, sport system, sport policy, sport financing.

Introduction

In recent years, sport management systems have developed rapidly worldwide, while the sports sector has continued to expand on a global scale. The role and influence of sport in society have laid the foundation for the scientific and practical development of sport management. As a result, sport management has emerged as a professional field and has become one of the important academic disciplines within higher education. Today, the development of international relations and digital communication technologies is strengthening cooperation among countries. At the same time, sport has become an important social factor in shaping the international image of nations. In order to develop sport in Uzbekistan, achieve high-level results in international competitions, and improve the sport management system, it is important to study the advanced experiences of developed countries [1].

Therefore, scientifically analyzing sport management systems, examining their effective practices, and comparatively evaluating them against the system currently operating in Uzbekistan can contribute to the improvement of sport policy. In particular, sport financing, mass participation sport, high-performance sport, and sport infrastructure are among the main components of sport management. Modern sport management systems are closely linked to countries' economic development, culture, and public policy. From this perspective, a comparative analysis of the sport management systems of the United States, Canada, Germany, China, and Australia is of significant

scientific and practical importance. Comparative sport management helps to identify not only the current state of sport systems but also the factors contributing to success in sport and the challenges encountered within these systems. At the same time, effective management mechanisms can be identified through the analysis of sport financing, mass participation in sport, and national sport policy. In addition, the comparative study of sport management systems is important for the development of systems for training athletes, coaches, and sport managers. However, directly adopting the experiences of developed countries does not always produce effective results. Therefore, adapting international practices to national characteristics is considered one of the important factors in the development of the sport system.

Materials and Methods

This study is a descriptive scientific investigation aimed at qualitatively comparing the similarities and differences among the sport management systems, organizational structures, and operational mechanisms of different countries. A descriptive approach was employed in the study, and relevant scientific literature, official documents, and sources related to sport management systems were analyzed. The documentary analysis method was used for data collection. This method involves collecting information through the examination of scientific sources, statistical data, official reports, and regulatory and legal documents. In the study, the sport management systems of the countries were comparatively analyzed on the basis of the following four main indicators:

- sport management system;
- sport financing;
- level of participation in sport;
- sport policy.

Sport Management System

Today, sport is organized according to different management models in different countries. In some countries, the sport system is administered by the state, whereas in others, autonomous sport organizations operate independently. Sport management is closely linked to the socio-economic structure and public administration system of each country. In some countries, sport is managed through government ministries, while in others, National Olympic Committees, sport councils, and professional sport organizations perform the main management functions. For example, the Australian Sports Commission plays an important role in Australia, whereas independent sport organizations occupy a significant position in the United States [2].

Sport Financing

The effective functioning of a sport system is closely related to financial support. Financial resources are essential for organizing sport competitions, developing infrastructure, and conducting mass participation sport activities. In most countries, sport is financed through the state budget. At the same time, sport lotteries, broadcasting rights, advertising revenues, and sponsorship funds also constitute important sources of financing.

Participation in Sport

Encouraging broad public participation in sport is one of the main priorities of national sport policies. Promoting a healthy lifestyle and increasing physical activity are important factors in modern society. Therefore, governments pay particular attention to developing mass participation sport, expanding sport infrastructure, and ensuring active public involvement in sport [3].

Sport Policy in Different Countries

The sport policies of countries are shaped by governmental approaches to the sports sector and by official policy documents. Particularly in countries where sport is managed by the state, the

main directions of sport policy are defined in constitutions, laws, and government programs. In many countries, the right to participate in sport is protected at the constitutional level. The fundamental principles of the Olympic Movement also recognize sport as one of the important rights of individuals. For this reason, most countries develop their sport policies on the basis of promoting mass participation sport, encouraging healthy lifestyles, and involving young people more broadly in sport. In modern sport policy, high-performance sport also occupies an important position alongside mass participation sport. Achieving success at the Olympic Games and World Championships is considered one of the major priorities of many countries. Therefore, particular attention is given to athlete development systems, sport infrastructure, coaches' qualifications, and sport financing [4].

Results

This section comparatively analyzes the following key indicators of the United States of America, Canada, Germany, the People's Republic of China, and Australia:

1. sport management system;
2. sport financing system;
3. level of participation in sport.

Sport Management in the United States of America

The United States of America is a federal country located in North America and is considered one of the countries with a highly developed sport management system. Considerable attention is paid to the development of both professional and mass participation sport. In the United States, sport management is primarily carried out through independent and professional organizations. One of the major sport organizations is the American Alliance for Health, Physical Education, Recreation and Dance (AAHPERD), which was established in 1885. Over time, this organization developed into a major institution operating in the fields of healthy lifestyles, physical education, and fitness, and it currently operates under the name "SHAPE America." The United States Olympic and Paralympic Committee (USOC) plays an important role in the U.S. sport system. This organization is responsible for preparing athletes from local competitions through to the Olympic Games, promoting sport, and increasing the physical activity of the population. There are more than 45 sport federations in the country, which operate independently in administrative and financial terms. These federations are primarily financed through membership fees, sponsorship, and media rights. In the United States, sport is regarded as an important area of public policy. Considerable attention is paid to promoting healthy lifestyles through sport, engaging young people in social activities, and developing the sport industry and sport media. Therefore, the U.S. sport management system is recognized as a professional and economically independent system [5].

Participation in Sport in the United States of America

The United States is one of the leading countries in world sport and regularly hosts major international sporting competitions. Basketball, baseball, American football, ice hockey, tennis, swimming, and athletics are among the most popular sports in the country. School and university sport form the main foundation of the U.S. sport system. In particular, college and university competitions are regarded as an important stage in the development of professional athletes.

Sport Financing in the United States of America

Sport is considered one of the important sectors of the U.S. economy. Sport media, advertising, sporting goods, lotteries, and sport services are among the main sources of revenue in the sport industry. The sports sector generates billions of dollars in revenue and provides employment for millions of people. Sponsorship and media rights play an important role in financing sport. In particular, professional leagues such as the NBA represent some of the largest sport industries in

the world. In addition to public funding, the sport system is also financed through the private sector and commercial activities.

Sport Management in Canada

In the Canadian sport system, the government plays an important management role. Sport management is organized at the national, regional, and local levels. At the national level, a government minister is responsible for sport affairs, while provincial sport organizations operate at the regional level. At the local level, sport clubs, schools, and municipal organizations conduct sport-related activities [6].

Sport Financing in Canada

The government is the main investor in the Canadian sport system. The federal government plays an important role in providing financial support for sport. At the same time, sponsorship funds, charitable foundations, the sale of sporting goods, ticket revenues, and membership fees are also important sources of sport financing.

Participation in Sport in Canada

Recreational sport is one of the main forms of sport participation in Canada. Golf, ice hockey, American football, swimming, and basketball are among the most popular sports. The government places considerable emphasis on the development of mass participation sport and the promotion of healthy lifestyles. According to research, a large proportion of the Canadian population engages in physical activity during their leisure time. However, some segments of the population still do not participate in sport on a regular basis. Therefore, promoting sport and physical activity is considered one of the important areas of public policy.

Sport Management in Germany

Sport management in Germany is based on cooperation between the state and independent sport organizations. The government cooperates with sport organizations in shaping sport policy, and sport-related issues are discussed at the parliamentary level. The Ministry of the Interior submits a report on sport policy to parliament every four years. Considerable attention is paid to the development of sport sciences in the country. Specialized sport management departments operate within federal and local government bodies. Local organizations play an important role in developing sport infrastructure and supporting school sport. Independent sport organizations form the foundation of sport management in Germany. The main sport organizations are the German National Olympic Committee (NOKD) and the German Sports Federation (DSB).

Sport Financing in Germany

The German Sports Federation (DSB) is one of the country's major sport organizations and manages various areas of sport. The organization operates in cooperation with the German Youth Sports Organization (DSJ) and the State Sports Federations of Germany (LSB). There are approximately 60 independent sport federations in the country, which represent Germany in international sport federations. Sport organizations are primarily financed through membership fees, sponsorship, lotteries, and government subsidies. The federal government also allocates substantial financial resources to the sports sector [7].

Participation in Sport in Germany

In Germany, high-performance sport is supported by the state, while mass participation and recreational sport are mainly developed through sport clubs and local organizations. The number of people participating in health-oriented and recreational sport is relatively high. Sport clubs play an important role in encouraging broad public participation in sport. In particular, sport organizations operate effectively in promoting healthy lifestyles and increasing physical activity. Football, gymnastics, tennis, athletics, and equestrian sport are among the most popular sports in Germany.

Football, in particular, is the most widespread sport in the country, with the number of registered football players reported to exceed 6 million.

Sport Management in the People's Republic of China

In the People's Republic of China, sport is an important component of state policy. In 1952, the slogan "Develop Sport and Strengthen the People's Physical Health" was introduced, and this approach became the basis for the development of both elite and mass participation sport in the country. Later, sport was incorporated into China's national and regional constitutional frameworks. The Constitution of China stipulates that the state should support mass participation sport in order to develop sport and improve the physical condition of the population. The sport management system in China operates on the basis of a centralized state system. Currently, the principal body responsible for sport management is the General Administration of Sport of China (GASC). This organization operates under the State Council of China and supervises the activities of regional sport administrations and sport centers. These organizations are responsible for athlete development, strengthening international sport relations, and supporting the Olympic Movement [8].

Sport Financing in China

The financing mechanism of the Chinese sport system has evolved in accordance with the development of the country's economic system. After 1949, sport was fully financed by the state. Beginning in the 1990s, economic reforms led to the introduction of new sources of sport financing. Today, the main sources of sport financing include:

- state budget allocations;
- sport lotteries;
- sponsorship funds;
- private investments;
- charitable contributions.

Nevertheless, state financing remains the primary financial source of the Chinese sport system.

Sport Management in Australia

Australia is one of the countries with an integrated sport management system. At the center of this system is the Australian Sports Commission (ASC). The ASC manages sport on behalf of the government and is responsible for financing the sports sector. The organization is responsible for developing elite sport and increasing public participation in sport. Until 1972, the Australian government paid relatively limited attention to the sports sector. Later, with the establishment of the Ministry of Tourism and Recreation, the government began to take a more active role in the national sport system. Following unsuccessful performances in international sport, the Australian Institute of Sport (AIS) was established in 1981. The institute contributed to the development of elite athletes and the advancement of sport science. Sport management in Australia is implemented at three levels:

1. national level;
2. regional level;
3. local level.

The federal government is responsible for sport development and plays an important role in financing sport events. Local sport organizations, in turn, are supported by national and regional governing bodies [9].

Sport Financing in Australia

Sport financing in Australia is primarily provided by the government. Every year, the federal government allocates substantial funding to sport and recreation programs. The Australian Sports

Commission (ASC) is the principal government organization responsible for sport financing. Separate government financial programs are implemented for:

- mass participation sport;
- elite sport;
- sport for persons with disabilities.

In addition, tax incentives are available for companies that sponsor sport in Australia, creating favorable opportunities for the private sector to support sport.

Participation in Sport in Australia

Sport and physical activity are regarded as important components of a healthy lifestyle in Australia. Specific criteria have been developed to assess regular participation in physical activity. These include:

1. participating in a sport activity at least once a year;
2. participating in sport at least once a week;
3. engaging in regular physical activity at least three times a week;
4. engaging in physical activity five or more times a week.

Recreational sport activities constitute a major part of sport participation in Australia. The most popular sports include football, tennis, basketball, cycling, and swimming.

Table 1.

Economic Indicators and Annual Per Capita Income of the Countries Studied (Based on 2021 Data)

Country	World Economic Ranking	GDP	Economic Size	Annual Per Capita Income
United States of America	1	20,580,250	USD 20.6 trillion	USD 59,160
Australia	14	1,420,045	USD 1.4 trillion	USD 52,832
Germany	4	3,951,340	USD 4 trillion	USD 44,445
Canada	11	1,712,479	USD 1.7 trillion	USD 44,420
People's Republic of China	2	13,368,073	USD 13.3 trillion	USD 8,780

Source: *Compiled based on IMF and international economic data.*

According to the data presented in the table, a certain relationship can be observed between the level of economic development of countries and their success in sport. Economically developed countries have greater opportunities to allocate more financial resources to sport infrastructure, sport financing, and athlete development systems. Therefore, countries such as the United States, Germany, Canada, and Australia have consistently achieved high-level results in the international sporting arena. However, sporting success is not determined solely by economic indicators. For example, alongside its economic potential, China places considerable emphasis on the parallel development of mass participation sport and elite sport through a centralized sport management system. In particular, state support for the sport system, the effective organization of sport schools, and well-established athlete development systems serve as important factors contributing to international sporting success. In the sport policies of the countries analyzed, "Sport for All" and "High-Performance Sport" are regarded as major priorities. At the same time, sport management

and financing mechanisms vary depending on the political and socio-economic systems of each country. Today, the promotion of sport, the development of healthy lifestyles, and the achievement of high-level results in international sporting competitions have become important areas of sport policy in many countries.

Conclusion

This study comparatively analyzed the sport management systems of the United States, Germany, China, Australia, and Canada, focusing on sport management, financing, participation in sport, and sport policy. The results of the study showed that although the sport systems of successful sporting nations differ from one another, the development of sport is regarded as an important area of state policy in all of them. It was found that the countries analyzed apply different sport management models. In the United States, the sport system is mainly managed through independent and professional sport organizations, whereas in China, centralized state management has a dominant role. In countries such as Germany and Canada, cooperation between the state and independent sport organizations has developed as the main management model. In Australia, sport management is organized on the basis of an integrated system, with the state playing a significant role in the development of sport. It was also found that sport financing systems differ across countries. In some countries, sport is financed mainly through the state budget, while in others, sponsorship, media rights, sport lotteries, and private-sector funds represent important financial sources. In particular, in economically developed countries, the sport industry has become one of the major sectors of the economy. The study also revealed that ensuring broad public participation in sport is one of the main priorities of sport policy in all the countries examined. Based on the principle of "Sport for All," increasing the physical activity of the population, promoting healthy lifestyles, and encouraging wider participation of young people in sport have emerged as key objectives of sport policy. At the same time, elite sport systems aimed at achieving high-level results in international competitions also hold particular importance. The experiences of the countries studied demonstrate that the effectiveness of a sport system is closely associated not only with economic opportunities but also with sport policy, sport culture, management systems, and public attitudes toward sport. Therefore, in improving the sport management system in Uzbekistan, it is important to draw on the advanced experiences of developed countries while adapting them to national characteristics and social conditions. As a result, developing the sport management system on the basis of modern approaches, expanding sport financing mechanisms, supporting mass participation sport, and further improving sport infrastructure can serve as important factors in the development of sport in Uzbekistan.

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