



International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournals.com>

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Volume 14 • Number 15 (Part 4) • 2017

The Analysis of Tourism Resources in the Context of Sports and Event Tourism Development (Case Study: The Kharkiv Region)

Olga Radionova¹, Iryna Pysareva², Svitlana Aleksandrova³ and Krasnokutska Iuliia⁴

^{1,3} Associate professor of the Tourism and Hospitality Management Department, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine

² Assistant of the tourism and hospitality management department, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine

⁴ Senior Lecturer of the Tourism and Hospitality Management Department, O.M. Beketov National University of Urban Economy in Kharkiv, Ukraine

ABSTRACT

The purpose of the work is to analyze current state and perspectives of the sports and event tourism development in Kharkiv region. Sports and event tourism is a rather young business trend, which is in its stage of active development, gaining more and more popularity in the world. The development level of the sports infrastructure in Kharkiv region was analysed in the work. Sports events in Kharkiv region in 2015 were studied in the following categories Olympic sports, non-Olympic sports, competitions for amateurs and people who want to assay their strength, in addition to professional competitions. The SWOT analysis of the sports and event tourism in Kharkiv region was carried out. According to the results of the analysis it is necessary in the region to develop strategy for supporting and developing the strengths of this tourism type in the direction of implementing the environment opportunities, namely, the strategy of intense growth. The development and implementation of this strategy type will enable the region not only to develop sports and event tourism, but also to improve the tourist infrastructure for the development of the other tourism types in the region.

JEL Classification Code: Z30, R10.

Keywords: Sports and event tourism, tourism resources, tourism in Kharkiv region, SWOT-analyses.

1. INTRODUCTION

For the period up to 2020 the long-term socio-economic development concept of Ukraine envisages strengthening of the country's position in the world community. The tourism development is one of the factors of Ukraine's integration into the world economy.

Tourism has a significant impact on the economic and social development and thus influences the economic diversification. For the moment in the system of world tourism development, a special and significant place is devoted to sports and event tourism. Annually its share increases by 1.5% in the whole world tourism system.

Sports and event tourism is a rather young business trend, which is in its stage of active development, gaining more and more popularity in the world. Every year the number of tourists who wish to travel not only for the purpose of a “beach” vacation, or a sightseeing tour, but in order to see something unique and unusual, to get bright emotions and impressions is increasing. Sports and event tourism develops the most dynamic and active component of the region productive forces and therefore in general contributes to resource potential increase.

The analysis of recent researches and publications shows that a number of modern researchers, including Daniels M. J., William N. C., Mark H. S. (2004), Getz D. (2005, 2008) and Page S. J. (2016), Hernández-Mogollón J. M., Folgado-Fernández J. A., Duarte p. A. O. (2014), Higham, J. E. S. & Hinch T. D. (2002), Jiménez-Naranjo H. V., Coca-Pérez J. L., Gutiérrez-Fernández M., Sánchez-Escobedo M. C. (2016), Kennelly M., Toohey K. (2014), Perić, M. (2010), Schulenkof N. (2017), Wäsche H., Dickson G. & Woll A. (2013), Weed M. (2008), Bull C. (2004), Zimbalist A. (2008), Vasilenko V. A. (2011), Konovalov O.V. (2007), Sharafanova, Ye. Ye. (2014) and others, from different countries devoted there works to problems of sports and event tourism development. In these author’s researches sports and event tourism is considered in terms of phenomenon nature, and its framework of categories and concepts. At the same time dominant idea components of sports and event tourism, its internal components, and management issues of the object in question in market economy are still unexplored.

2. SPORTS AND EVENT REOURCES OF KHARKIV REGION

For the day sport is one of the most popular spheres of activity for people in the whole world, and much attention is paid to it especially in highly developed countries. But Ukraine is a state where a need for physical culture and sports development was totally ignoring after it gets its independence. As a result, according to static data, only about 15% of Ukraine’s population is engaged in physical training and sports. This is due, to a large extent, to the fact that in Ukraine the provision with sports halls is lower by three times, and swimming pools is lower by as many as 30 times than in developed countries (Sharafanova, 2014). The main tourist resource component of sports and event tourism development is a sports infrastructure, the availability of which provides the opportunity to organize and conduct sports events. Therefore, the definition, state, and development issue of country’s sports infrastructure has now become very popular in the developed countries of Europe. For today as to Ukraine, stricken and summarized results are exist for the sports infrastructure issue of Ukraine only as a state level example, but not fully specified on the regional, and especially on local levels.

To date the very term of sports infrastructure includes not stable scientific definition. Each author gives a definition based on his priorities and scientific orientation, but authors reveal the common component that includes a total combination of all sports objects on the given territory intended for physical education, including all kinds of sport. Sports infrastructure is a social infrastructure component. As social infrastructure is a total combination of all industries and enterprises that functionally provide normal livelihoods for the

population, the development and effective functioning of the objects included in the social infrastructure, and therefore sports objects, as well as their accessibility for the population are important conditions both for raising the level and quality of life for the bulk of the country population, and for increasing the country prestige in general. That is why the definition of sports infrastructure at the local and regional levels is more than timely, that will provide reliable data for a common concept creation of Ukraine's sports infrastructure that, in its turn, will add priorities in creating the country prestige in the future.

All conditions for sports and education of intended masters and champions of Ukraine was created in Kharkiv region. The most massive and the most popular sports in the region are football, volleyball, basketball, tennis, track and field athletics, swimming, gymnastics, but besides it also non-traditional and extreme sports such as rock climbing, hang gliding, auto and motor racing, scuba diving, kickboxing are developing. Therefore, it is interesting to research the specifics and structure issues of the sports infrastructure in Kharkiv and Kharkiv region, which allows for sport and accordingly sports and event tourism in the region to be developed at a swift rate.

Figure 1 shows a chart for main tourist resource components of sports and event tourism in Kharkiv city, which was created in the process of processing, analyzing, and synthesizing statistical data of the city. The analysis of sports facilities in Kharkiv region is presented in Table 1. The infrastructure in Kharkiv and Kharkiv region has been retained from the Soviet era, and additional modern infrastructure for sports and event tourism organization has been created.

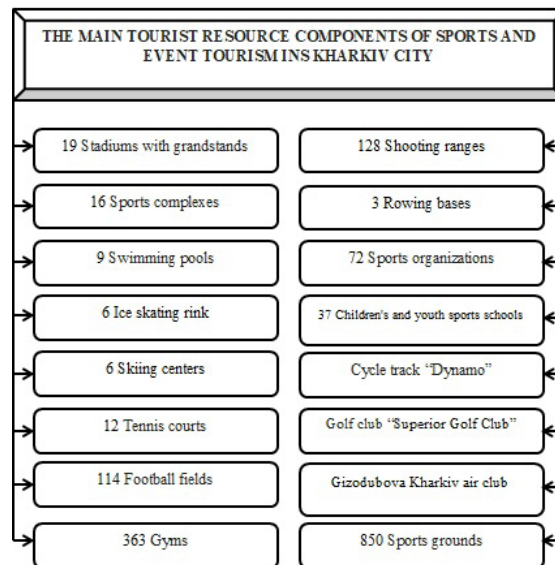


Figure 1: Main tourist resource components of sports and event tourism in Kharkiv city

Composed chart of main tourist resource components of sports and event tourism of Kharkiv city laid the foundation for further development of a new direction of social geography in the eastern region of Ukraine. This scheme in the future can create a minimum strong base for further research and creation of the structure for the region sports infrastructure, and in general for the eastern region, as well as for development concept of sports and event tourism in the region.

A development program for physical culture and sports, youth initiatives, and healthy lifestyle formation was developed in Kharkiv region for 2014-2018.

Considerable attention was paid to infrastructure development both of the city, and the region in relation to carrying out the “Euro 2012”, on the territory of Kharkiv region. The local investment programs for tourism development were accepted in the region. Places of accommodation (32% of all investment in tourism) and the development and conducting of sports events with participation of tourists (10%) have become a priority for investing for the region in recent years.

Table 1
Sports facilities in Kharkiv region (2016)*

<i>Sports facilities</i>	<i>Number of facilities in the region, units</i>
Stadiums with grandstands for 1500 seats or more	54
Planned sports facilities, including:	4209
Playgrounds with exercise equipment	783
Playgrounds with non-standard sports equipment	306
Tennis courts	99
Football fields	646
Other playgrounds	2375
Swimming pools (50 meters)	4
Swimming pools (25 meters)	29
Covered and semi-open shooting ranges for a distance of at least 25 meters	276
Cycle tracks	1
Equestrian centers	1
Facilities with artificial ice	5
Rowing-sports bases	3
Boating bases	1
Skiing centers for 100 and more pairs of skis	7

* According to the Main Department of Statistics in Kharkiv region.

Tourist resources of sports and event tourism in Kharkiv region are sufficiently developed, and a large number of sports are developing now, which means that the region has a strong, and stable sports infrastructure, but unfortunately it is not fully financed.

There are many regional and national competitions both from the Olympic, and non-Olympic sports in Kharkiv and Kharkiv region.

According to the results of the conducted analysis for the competition in Olympic sports, we can conclude that, unfortunately, international competitions are conducted only for ski races, 101 competitions were held in national format, and 312 competitions were held in regional format in 2016.

When analyzing of the competitions in non-Olympic sports, it was determined that 4 international (1 in orienteering, and 3 in sport dances), 40 national, and 217 regional competitions were held in Kharkiv and the region in 2016.

There are competitions for amateurs and people who want to assay their strength, in addition to professional competitions, in the region, so the following sports competitions, challenges and events, which are presented in Table 2, are held every year.

Since 2013, the Sports, Image Design and Marketing Department has positioned Kharkiv as a sports city “KHARKIV is a SPORT CITY”. Kharkiv and Kharkiv region have considerable potential for the sports and event tourism development.

Table 2
Competitions for amateurs and people who want to assay their strength, in addition to professional competitions, in Kharkiv region

<i>S.No.</i>	<i>Name of the competition</i>	<i>Characteristic</i>
1	“Battle of corporations”	Sports corporate challenge which involves amateur sporters who represent their companies. All companies are divided into divisions according to their sphere of activity. Competitions take place for 10 months (from September to June).
2	Sports Forum “Kharkiv is a Sports Capital”	An annual event oriented to addressing key issues in the sphere of the city sporting life, establishing mutually beneficial relationships, searching for partners, and opportunities for conducting organized in a quality manner sports events in Kharkiv city.
3	“Beauty will save the world”	The festival, which is held with the aim of popularizing rhythmic gymnastics, exchanging professional experience of the coaches, increasing the skill, and identifying gifted woman gymnasts, strengthening friendly relations with sport organizations of Ukrainian cities, neighboring countries, and far abroad countries.
4	Kharkiv International Marathon	Annual marathon, which in 2013 entered the Record Book of Ukraine as the largest mass trial by the number of registered participants. The route for the marathon is laid down along the central streets of the First Capital, covering the main remarkable historic sites of the city, and the start and the finish are located in the very heart of Kharkiv, on one of the largest squares in Europe, Svobody Square.
5	Alexei Litvinov International Dance Competition	Alexei has devoted all his life to dances, that unite all men. Everyone, who wishes, from three years old can take a part in the competition, and perform in any dance style.
6	“Kharkiv waltz”	Kharkiv Ballroom Dance Festival, exhibition performances of the best dance groups of Kharkiv and Kharkiv region, free master classes of waltz for everyone, who wishes, and the official ballroom dance championship of Kharkiv city out of doors on the one of the largest squares in Europe.
7	“Kharkiv bicycle day”	A citywide event that brings together thousands of cyclists in the common cycling race. Everyone, who wishes, can take a part in the sporting and mass participation event. Bike ride takes place at the walking pace along the city central streets.
8	Sports project “I Can!”	This project involves everyone, who wishes, to prove to themselves “I can”, regardless of gender, age and physical training.
9	“Kharkiv Athletic Challenge”	An open cup for functional all-round, which enables sporters to test their physical training, when performing power tasks, consisting of constantly changing functional exercises of high intensity.
10	“Kharkiv Grand Prix”	A series of competitions, which consists of three stages: “Kharkiv trail” – a run with components of difficult regions (sand and mud fields, slops and rises); “Night run” – a night run with flashlights on the head; “City Run” – a 10 kilometer run along the central streets of Kharkiv.
11	“Kharkiv RC Extreme Challenge”	2 day open competitions in model-car construction sport of small cars with great speeds.
12	“Triathlon Kharkiv Man”	Competition in triathlon both for sprint, and super sprint distance. The race track runs along the picturesque places of the Zhuravlivsky Hydro Park, which is washed by the Kharkiv River.

(Contd...)

<i>S.No.</i>	<i>Name of the competition</i>	<i>Characteristic</i>
13	“Ocean Lava Ukraine Full and Half”	Competition in triathlon for the “semi-long” track - Ocean lava Ukraine. Such caliber sports event will give you a great mood, charge you with the positive and energy of all the participants, spectators, residents and guests of the sports capital.
14	“Babolat Kharkov International”	The only International Challenge Tournament in Ukraine, the step of European Cup, that held annually in Kharkiv since 2009 under the auspices of the World Badminton Federation.
15	Sports Fair “Kharkiv is a Sports Capital”	An annual event in which representatives of sports organizations of the city present their sports. Visitors are expected for the exhibition performances of sporters, the interactive, and the contests, in which they can test their strength and agility in each of the represented sports.
16	“Strong Run”	2 day running festival in Kharkov named “Iron Man”. Competitions are held at 6 different distances with a total length of about 60 km.

3. RESEARCH METHOD

One of the classic tools used to develop a strategy is the SWOT-analysis method (Andrews, 1971), the strategy is chosen depending on the strategic position taken by the region in the SWOT matrix. The term SWOT consists of the initial letters of the words, including strengths, weaknesses, opportunities, threats, that represent what information should be obtained as a result of the analysis. Traditionally, a SWOT analysis is carried out in four steps: an analysis of macro environmental factors; an analysis of immediate surround factors; an analysis of internal environmental factors; a formation of a catch-all SWOT matrix.

In this case one of the main problems is the selection on the preliminary step of the factors to be analyzed, and are the most important for the region in the situation in which it operates, since it is impossible to cover the immense.

At each step, an assessment of both the factors, and the degree of their impact on the field is carried out according to 3-point scale (3 points is a strong influence, 2 - moderate, 1 - weak); the direction of the influence is determined either by positive (+), or negative (-) influence; and appropriate environmental profiles are developed.

4. RESULTS AND DISCUSSION

We will carry out an analysis of the sports and event tourism macro environment in Kharkiv region, Table 3. According to the results of the analysis, it is clear that macro environmental factors have a negative impact on the development of the industry, and directly on sports and event tourism, that is more related with unstable political, and economic situation in the country.

Table 3
The analysis of the macro environmental factors of the sports and event tourism

<i>Factors</i>	<i>Influence, points</i>	<i>Influence direction, (+or -)</i>	<i>Assessment of the influence nature and degree</i>
<i>Political and legal factors</i>			
Political instability in the country	3	-	-3
Constant changes in the legislation of Ukraine	3	-	-3
Un-cooperation of legislative and executive power	3	-	-3

(Contd...)

<i>Factors</i>	<i>Influence, points</i>	<i>Influence direction, (+or -)</i>	<i>Assessment of the influence nature and degree</i>
Rigid tax policy	3	-	-3
Failure to provide a legal basis for business guarantees	3	-	-3
Quality of legislative acts related to the entrepreneurial activity	2	-	-2
The rate of the economic reform implementation	3	-	-3
Certification of goods and services	2	-	-2
Antitrust policy	2	-	-2
Simplification of the visa regime	2	+	+2
Total political and legal factors:		-22	
<i>Economic factors</i>			
Unstable economic situation in the country	3	-	-3
Seasonal provision of services	2	+	+2
Exchange rate fluctuation	3	-	-3
Reduced volumes of provided services	2	-	-2
Drop in the solvency of active population	2	-	-2
Inflation rate	3	-	-3
Drop in purchasing power	3	-	-3
Destabilization of the economic situation in the country	3	-	-3
Total economic factors:		-19	
<i>Socio-demographic factors</i>			
Income reduction of the population	2	-	-2
Reducing the population	2	-	-2
Unemployment rising	2	-	-2
Cultural level	2	+	+2
Migration processes	2	-	-2
Education level in the country	2	-	-2
Level of the population life quality	3	-	-3
Marketing activity	2	-	-2
Total socio-demographic factors:		-13	
<i>Technical and technological factors</i>			
Information and communication, the Internet influence	3	+	+3
Accelerating of the scientific and technological progress	2	+	+2
Using of technical and technological capabilities by enterprises	2	+	+2
Financing of science-intensive fields	2	+	+2
Total technical and technological factors:		+9	
Total macro environmental factors of sports and event tourism:		-45	

Similarly, we carried out the analysis of the immediate surround of sports and event tourism in Kharkiv region, Table 4. Factors of the immediate surround also have a negative impact on the sports and event tourism development in the region, likely this related both with insufficient consumer awareness, and lack of contact with potential audiences. Both the presence of strong points in relation to competitors, and a wide service range can be highlighted among positive factors.

Table 4
The analysis of the immediate surround factors of sports and event tourism

<i>Factors</i>	<i>Influence, points</i>	<i>Influence direction, (+ or -)</i>	<i>Assessment of the influence nature and degree</i>
<i>Consumers</i>			
Tendency to reduce the target market	2	-	-2
Irregular service purchase	2	-	-2
Ability to choose other types of tourism	2	-	-2
Ability to expand the potential customer range	2	+	+2
Constant changes in the consumer needs and tastes	2	-	-2
High consumer sensitivity to price changes	2	-	-2
Insufficient consumer awareness	3	-	-3
High consumer sensitivity to advertising and sales promotion tools	3	-	-3
Requirements for service quality	3	-	-3
Total			-17
<i>Suppliers</i>			
Tourism establishment activity	3	+	+3
Sports facility activity	3	+	+3
Attracting new suppliers	2	+	+2
Providing additional services	3	+	+3
A wide range of services	3	+	+3
Total			+2
<i>Competitors</i>			
Low barriers for entry on the market	2	+	+2
The high degree of competition intensity on the market	3	-	-3
Low marketing activity of competitors	3	+	+3
Lack in the researching of the competition	2	-	-2
Presence of strong points relative to competitors	3	+	+3
Low competitive struggle activity	2	-	-2
Total			+1
<i>Contact audience</i>			
Strengthening the pressure from the regulatory authorities	2	-	-2
Widening of services rendered by financial institutions	3	+	+3
Lack of contact with the press	3	-	-3
Lack of contact with children and youth facilities	2	-	-2
Work with event-agencies	2	+	+2
Total			-2
<i>Intermediaries</i>			
Lending by banks on favorable terms	2	+	+2
Total			+2
Total for the factors			-10

The analysis of the internal environmental factors of the sports and event tourism in Kharkiv region is presented in Table 5.

Table 5
The analysis of the internal environmental factors of the sports and event tourism

<i>Factors</i>	<i>Influence, points</i>	<i>Influence direction, (+ or -)</i>	<i>Assessment of the influence nature and degree</i>
<i>Management organization</i>			
Lack of clear organizational and management structure	3	-	-3
There are organizational marketing components	2	+	+2
Many workers do not execute their duties to the full extent	2	-	-2
Absence of supervisory authorities	2	-	-2
Lack of plans and clear specialization	2	-	-2
Total			-7
<i>Marketing</i>			
No marketing researches are conducted	3	-	-3
Assortment formation for choice	3	+	+3
Quality control of services	3	+	+3
Insufficiently effective sale activity	2	-	-2
Low consumer stimulation level	2	-	-2
Insufficiently effective advertising activity	2	-	-2
Total			-3
<i>Finances</i>			
Insufficient state and regional financing	3	-	-3
Negative dynamics in plurality of the major indicators of financial and economic activity of enterprises	3	-	-3
Investment attraction	3	+	+3
Fundraising with non-government programs	2	+	+2
Using the international grants	3	+	+3
Total			+2
<i>Technology</i>			
Insufficiently developed material and technical base	2	-	-2
Introduction of the new technologies	3	+	+3
Availability of advanced modes of distribution	3	+	+3
Total			+4
<i>Staff</i>			
Insufficient qualification level of the management apparatus employees	2	-	-2
Growth of worker labor productivity	2	+	+2
Low staff turnover rate	3	+	+3
Insufficient employee incentives	2	-	-2
Total			+1
<i>Research and development</i>			
Implementation of innovations in management	3	+	+3
Introducing innovations in promotion	3	+	+3
Total			+6
Total factors of the internal environment			+3

The analysis of the internal environmental factors of the sports and event tourism had shown that the organizational and managerial factors, and marketing activity have a negative impact, but in general the internal environment has a low but positive impact on the sports and event tourism development in the region.

Both the opportunities, and the threats that have an impact on the macro environment and immediate surround activities were emphasize from profiles of the macro environmental and immediate surround factors, and the strengths and weaknesses of the sports and event tourism were identified with the analysis results of the internal environment in the region. The results obtained are presented in Table 6.

To identify the most significant factors, they were positioned using the SWOT component positioning profile (Table 7). In this profile, the SWOT analysis components were evaluated by the authors relative to the impact degree on the state of affairs, as well as by the likelihood of implementation (capabilities), onset of the corresponding situation (threats), support and development (strengths), and overcoming (weaknesses). SWOT components that are in the highlighted positioning profile fields are most significant for choosing a future strategy for sports and event tourism in the region.

Table 6
Identification of opportunities, threats, strengths and weaknesses of the sports and event tourism development in the region

<i>Opportunities:</i>	<i>Threats:</i>
1.1 Simplification of the visa regime	2.1 Political instability in the country
1.2 Cultural level	2.2 Constant changes in the legislation of Ukraine
1.3 Information and communication, the Internet influence	2.3 Un-cooperation of legislative and executive power
1.4 Accelerating of the scientific and technological progress	2.4 Rigid tax policy
1.5 Financing of science-intensive fields	2.5 The rate of the economic reform implementation
1.6 Using of technical and technological capabilities by enterprises	2.6 Antitrust policy
1.7 Ability to expand the potential customer range	2.7 Unstable economic situation in the country
1.8 Tourism establishment activity	2.8 Exchange rate fluctuation
1.9 Sports facility activity	2.9 Reduced volumes of provided services
1.10 Attracting new suppliers	2.10 Drop in the solvency of active population
1.11 Providing additional services	2.11 Inflation rate
1.12 A wide range of services	2.12 Drop in purchasing power
1.13 Low barriers for entry on the market	2.13 Reducing the population
1.14 Low marketing activity of competitors	2.14 Unemployment rising
1.15 Presence of strong points relative to competitors	2.15 Migration processes
1.16 Widening of services rendered by financial institutions	2.16 Education level in the country
1.17 Work with event-agencies	2.17 Level of the population life quality
1.18 Lending by banks on favorable terms	2.18 Marketing activity
1.19 Seasonal provision of services	2.19 Tendency to reduce the target market
	2.20 Irregular service purchase
	2.21 Ability to choose other types of tourism
	2.22 High consumer sensitivity to price changes
	2.23 Insufficient consumer awareness
	2.24 Requirements for service quality
	2.25 High consumer sensitivity to advertising and sales promotion tools
	2.26 The high degree of competition intensity on the market
	2.27 Lack in the researching of the competition
	2.28 Strengthening the pressure from the regulatory authorities

(Contd...)

<i>Strengths:</i>		<i>Weaknesses:</i>	
3.1	There are organizational marketing components	4.1	Lack of clear organizational and management structure
3.2	Assortment formation for choice	4.2	Many workers do not execute their duties to the full extent
3.3	Quality control of services	4.3	Absence of supervisory authorities
3.4	Investment attraction	4.4	Lack of plans and clear specialization
3.5	Fundraising with non-government programs	4.5	No marketing researches are conducted
3.6	Using the international grants	4.6	Insufficiently effective sale activity
3.7	Introduction of the new technologies	4.7	Low consumer stimulation level
3.8	Availability of advanced modes of distribution	4.8	Insufficiently effective advertising activity
3.9	Growth of worker labor productivity	4.9	Insufficient state and regional financing
3.10	Low staff turnover rate	4.10	Insufficiently developed material and technical base
3.11	Implementation of innovations in management	4.11	Insufficient qualification level of the management apparatus employees
3.12	Introducing innovations in promotion	4.12	Insufficient qualification level of the management apparatus employees
			Insufficient employee incentives

Table 7
SWOT component positioning profile

<i>Influence degree of components on the enterprise activity</i>	<i>SWOT's elements</i>											
	<i>Opportunities</i>			<i>Threats</i>			<i>Strengths</i>			<i>Weaknesses</i>		
	<i>Realization probability</i>			<i>Occurrence probability</i>			<i>Support and development probability</i>			<i>Overcoming probability</i>		
	<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>High</i>	<i>Medium</i>	<i>Low</i>
Strong influence	1.3	1.1	1.16	2.1	2.14	2.5	3.4	3.3		4.5	4.1	4.3
	1.6	1.7		2.2	2.19	2.17	3.9	3.5		4.9	4.8	
	1.8	1.17		2.4	2.21	2.22		3.6		4.10	4.12	
	1.9			2.7	2.26							
	1.15			2.8	2.28							
Moderate influence	1.10	1.4	1.13	2.20	2.9	2.16	3.8	3.2	3.1	4.4	4.2	
	1.11	1.19	1.18	2.23	2.10	2.24	3.11	3.7		4.6	4.7	
	1.12			2.27		2.25	3.12			4.11		
Weak influence		1.5	1.2	2.3	2.11	2.6		3.10				
		1.14		2.12	2.18	2.13						
						2.15						

For the further their consideration, pairwise comparison requires the composition of the SWOT matrix, Figure 2, that included the most significant SWOT components identified in the corresponding positioning profile.

At the conjunction of separate factor group components, four fields (quadrants) that determine the strategic position as a certain ratio of the external and internal surround factors, were formed:

The field of Strengths and Opportunities (SO) involves the development of the strategies for the support and develop the strengths of the region in the direction for implementation of the capabilities of the environment (this is almost all growth strategies: intensive, integrated and diversified);

The field of Weaknesses and Opportunities (WO) targets the region for using the opportunities to overcome the weaknesses of the region internal potential (mainly using strategies of stabilization, horizontal integration, or linked diversification);

<i>External environment of enterprise</i>	
<p>Opportunities</p> <ol style="list-style-type: none"> Simplification of the visa regime - 2 Information and communication, the Internet influence - 3 Accelerating of the scientific and technological progress - 2 Ability to expand the potential customer range - 2 Tourism establishment activity - 3 Sports facility activity - 3 Attracting new suppliers - 2 Providing additional services - 3 A wide range of services - 3 Presence of strong points relative to competitors - 3 Work with event-agencies - 2 Seasonal provision of services - 2 <p>Average score = 2,58</p>	<p>Threats</p> <ol style="list-style-type: none"> Political and economic instability in the country - 3 Constant changes in the legislation of Ukraine - 3 Rigid tax policy - 3 Exchange rate fluctuation - 3 Reduced volumes of provided services - 2 Drop in the solvency of active population - 2 Unemployment rising - 2 Tendency to reduce the target market - 2 Irregular service purchase - 2 Ability to choose other types of tourism - 2 Insufficient consumer awareness - 3 The high degree of competition intensity on the market - 3 Lack in the researching of the competition - 2 Strengthening the pressure from the regulatory authorities - 2 <p>Average score = 2,44</p>
<p>Strengths</p> <ol style="list-style-type: none"> Assortment formation for choice - 3 Quality control of services - 3 Investment attraction - 3 Fundraising with non-government programs - 2 Using the international grants - 3 Introduction of the new technologies - 3 Availability of advanced modes of distribution - 3 Growth of worker labor productivity - 2 Implementation of innovations in management - 3 Introducing innovations in promotion - 3 <p>Average score = 2,8</p>	<p>Field: Strengths and Opportunities (strategies for intensive growth, integration, diversification) (K = 7,22)</p> <ul style="list-style-type: none"> scientific progress acceleration by introducing of the new technologies, and using international grants; expanding customer range through the use of advanced modes of distribution; increase of tourism and sport establishment activity by means of attraction of non-state program investments and funds; use the work with event-agencies to introduce novelty and innovations.
<p>Weaknesses</p> <ol style="list-style-type: none"> Lack of clear organizational and management structure - 3 Many workers do not execute their duties to the full extent - 2 Lack of plans and clear specialization - 2 No marketing researches are conducted - 3 Insufficiently effective sale activity - 2 Low consumer stimulation level - 2 Insufficiently effective advertising activity - 2 Insufficient state and regional financing - 3 Insufficiently developed material and technical base - 3 Insufficient qualification level of the management apparatus employees - 2 Insufficient employee incentives - 2 <p>Average score = 2,36</p>	<p>Field: Weaknesses and Threats (strategies for reduction: cut off, redirection, elimination) (K = 5,76)</p> <ul style="list-style-type: none"> insufficient state and regional funding due to the instability of the political and economic situation in the country; reduction for the volumes of rendered services due to lack of sales and advertising activity; insufficient level of qualification of the management apparatus staff for work in market conditions in connection with changes in legislation and the unstable political situation in the country; lack in the researching of competitors due to the lack of marketing research of the market, needs of consumers, competitors etc.
<i>Internal environment of enterprise</i>	

Figure 2: Selection of the strategy for the sports and event tourism development in the region with the SWOT analysis matrix

The field of Strengths and Threats (ST) guides strategies to combat threats by means of using the internal reserves (it is typical using mainly the strategy of intense growth or limited growth);

The field of Weaknesses and Threats (WT) necessitates the development of the strategy that would allow the region not only to strengthen its potential, but also to overcome the possible threats in the internal environment (mainly used strategies for reduction and survival).

Regarding opportunities, threats, strengths, and weaknesses, there is an average score in terms of scores derived from the corresponding profiles of the external and internal environment. In the fields (quadrants) of the matrix the resulting average scores are multiplied. The quadrant that has received the highest score determines the strategic position of the region.

Thus, for the sports and event tourism development in Kharkiv region, it is recommended to choose an intensive growth strategy. This strategy will help to develop sports and event tourism in the region, using its potential and opportunities of the environment.

5. CONCLUSIONS

The key components of sports and event tourism are the presence of an unique event that can give tourists new experiences; and organized system for service providing to acquisition of income. The advantages of this direction of tourism development are high profitability, all-seasonality, practical inexhaustibility of the resource base, and high socio-economic impact on the region where the event takes place.

Kharkiv region has significant potential for the sports and event tourism development, sufficiently developed tourist and sports infrastructure, as well as numerous sports events, both professional, and amateur direction, are held in the region.

According to the results of the SWOT analysis for the sports and event tourism in Kharkiv region, it was determined that the region needs to develop strategies for supporting and developing the strengths of this tourism type in the direction of implementing the environment opportunities, namely, the strategy of intense growth.

The development and implementation of this strategy type will enable the region not only to develop sports and event tourism, but also to improve the tourist infrastructure for the development of the other tourism types in the region. It will also promote the development of professional and amateur sports, and promote a healthy lifestyle among the population. Thus, it will have a sufficiently high socio-economic impact on the region development.

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