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NOTATIONAL ANALYSIS OF TOP UKRAINIAN KARATE FIGHTER STANISLAV HORUNA'S MATCHES IN WKF COMPETITIONS

Aleksandar Stamenković¹, Radoslav Penov², Ivo Kamenov³

Abstract: The aim of this research was to conduct a video analysis of WKF matches featuring Stanislav Horuna, focusing on all match parameters that influenced his victories and defeats. The essence of this research is to analyze and compare the results achieved by this fighter and his opponents. The sample that was analyzed as part of this research consisted of top WKF kumite matches of Stanislav Horuna. More precisely, 12 fights from 2012-2020 in the senior - 75kg category are included. All variables were registered and tracked within each bout, using Lince multi-platform sports analysis software (Lince_1.21 version). The monitored variables were: the time of the action, the technique used during the attack or counterattack, the guard during the implementation of the scoring techniques, the type of points achieved and their frequency, the number and type of penalties received, the outcome of the match (winner and non-winner), the effectiveness of the techniques (scoring and non-scoring). By analyzing 12 matches of the Ukrainian fighter, it was recorded that the total number of his attacks was 203, and that 20 actions were goals (efficiency 9.85%). Gyaku zuki jodan was his the most common punch technique. On the other hand, the total number of all attacks by his opponents was 173, of which 20 were hits (efficiency 11.56%). This case study confirmed that by applying the score analysis of the matches of the top karate player Stanislav Horuna it can contribute a lot to the development of the way of fighting at the top level.

Keywords: Stanislav Horuna, WKF competitions, Karate performance, Ukraina

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Introduction

Karate is a form of martial art, a sport and a system of self-defense (Nakayama, 1978). In the form of sports, this skill is based on agonistics and competitions. The most famous and globally recognized federation in karate sport is the WKF (World Karate Federation). It was created in 1990 and it is the only karate organization that is accepted by the International Olympic Committee. The constant need of coaches to improve the performance of their competitors, especially in the "kumite" discipline, confirms the importance of notational analyzes of karate matches. Also, the fact that karate has become an Olympic sport since 2020 further motivates competitors to improve their quality and place themselves at the Olympic Games. Although karate has been excluded from the program of the 2024 Olympic Games, there is still a good chance that it will be included again in the future, giving practitioners an extra incentive to improve. A detailed analysis of karate matches provides essential information about many parameters on which success depends. These parameters are: techniques of attack and defense, attitudes, place of placing the blow, time of realization of the attack, behavior of fighters in different spatial and temporal situations, number of achieved points, number of realized penalties, total number of attempted and realized actions. Many authors have dealt with this type of analysis.

Researchers (Kapo & Kajmović, 2006; Koropanovski et al., 2008; Sertić et al., 2012; Vidranski et al., 2015) have found through the analysis of elite karate matches that the most common punch was *gyaku zuki*, and therefore it was the most effective. In the work of authors (Tabben et al., 2015; Alinaghipour et al., 2020), based on the results, it has been proven that the most applied hand punch among male and female individuals was *kizami zuki jodan*. Through detailed analysis of a large number of matches, Vidranski (2011) concluded in his study that *ipon* was the most frequently scored point. It was also found that victory achieved during regular match time was the most common. Ramasamy et al. (2014) analyzed karate matches and found that the percentage of successful counterattack with hands and legs was significantly higher among match winners. In the research conducted by Kurtović (2013), an analysis of attacking techniques concluded that *jodan* techniques were far more prevalent than *chudan* techniques. In their work, authors Laird et al. (2009) found that besides hand techniques, leg techniques were also significantly more applied in matches by winners. In a case study analyzing 20 matches of Rafael Aghayev in elite WKF competitions, it was concluded that the dominant hand technique for scoring points was *gyaku zuki*, while the most common leg technique was *mawashi gery chudan* (Birt, 2015).

Based on the authors' findings, there is a very small number of case study researches related to notation analysis of matches of a single karate competitor. Also, there is no

research tracking and analyzing the karate matches of Stanislav Horuna, an elite Ukrainian WKF karate fighter.

Therefore, the aim of this research was to conduct a video analysis of WKF matches featuring Stanislav Horuna, focusing on all match parameters that influenced his victories and defeats. The essence of this research is to analyze and compare the results achieved by this fighter and his opponents.

Methods

Research sample

The sample that was analyzed as part of this research consisted of top WKF kumite matches of Stanislav Horuna. Specifically, 12 fights from 2012-2020 in the senior - 75kg category are included, namely: 1 world, 2 European, 7 matches from the 1st Premier League, 1 match from the World Karate Games and 1 match from the European Karate Games. As part of these matches, 3 finals and one semi-final were analyzed, as well as one match for the bronze medal. Horuna is currently one of the best fighters in the senior - 75kg category, which is one of the strongest in the sport of karate. This is confirmed by the fact that it is one of the most massive categories in terms of the number of competitors, as well as the fact that some of the best karate fighters such as: Rafael Agajev and Luigi Busa are currently fighting in it. This Ukrainian karate player is currently holder of: a gold medal at the World Games, a gold medal at the European Games, a bronze medal at the World Championships, as well as two silver and three bronze medals at the European Championships.

Sample variables and method of data collection

The paper used the method of observation and detailed analysis of each individual kumite match. After collecting the video footage, the winning and non-winning karateka variables were registered and tracked within each bout, using Lince multi-platform sports analysis software (Lince_1.21 version). After that, all data were processed in Excel (Microsoft Excel, version 2010), and the type was finally transferred and tabulated in Word (Microsoft Word, version 2010). The monitored variables were: the time of the action, the technique used during the attack or counterattack, the guard during the implementation of the scoring techniques, the type of points achieved and their frequency, the number and type of penalties received, the outcome of the match (winner and non-winner), the effectiveness of the techniques (scoring and non-scoring). The examined variables are presented in Table 1.

Table 1. Display of monitored variables

CRITERION	CATEGORY
1. Fighter	1. Winner, 2. Non-winning.
2. Action time	1. 0-60 sond., 2. 60-120 sond, 3. 120-180 sond, 4. 180-240 sond. (the final), 5. 10 sond. till the end.
3. Efficiency	1. Point, 2. No points, 3. Penalty.
4. Score	1. Ipon, 2. Nihon, 3. Sanbon.
5. Penalty	1. Chukoku, 2. Keikoku, 3. Hansoku chui, 4. Hansoku, 5. Shikkaku.
6. Guard	1. Left, 2. Right, 3. Clinch.
7. Type of action	1. Attack, 2. Counter-Attack.
8. Techniques	KZj, KZc, GZj, GZc, UUj, MGj, MGc, MWGj, MWGc, AMWGj, UMWGj, AUMWGj, USMWGj, USMWGj, AYGj, AYGc, AB, NWZ.

Legend: **Ipon** - one point, **Nihon** - two points, **Sanbon** - three points, **Chukoku** - first warning, **Keikoku** - sond warning, **Hansoku chui** - third warning, **Hansoku** - penalty and disqualification from the match, **Shikkaku** - penalty and disqualification from the competition, **KZj** - kizami zuki jodan, **KZc** - kizami zuki chudan, **GZj** - gyaku zuki jodan, **GZc** - gyaku zuki chudan, **UUj** - uraken uchi jodan, **MGj** - mae gery jodan, **MGc** - mae gery chudan, **MWGj** - mawashi gery jodan, **MWGc** - mawashi gery chudan, **AMWGj** - ashi mawashi gery jodan, **UMWGj** - ura mawashi gery, **AUMWGj** - ashi ura mawashi gery jodan, **USMWGj** - ushiro mawashi gery jodan, **USMWGc** - ushiro mawashi gery chudan, **AYGj** - ashi yoko gery jodan, **AYGc** - ashi joko gery chudan, **AB** - ashi barai, **NWZ** - nage waza.

Data processing

A descriptive method was used to process the obtained data. Data are expressed in nominal and percentage values for each analyzed match separately.

Results

Based on the collected and processed data, Table 2 shows all the obtained parameters for each individual match. The efficiency of scoring actions realized as part of attacks and counterattacks by Horuna and its opponents is also shown in percentage.

Table 2. Obtained parameters for each individual match in the senior - 75kg category

FIGHTERS, TOURNAMENT AND YEAR	THE WINNER	NON-WINNING	ALL TECHNIQUES OF THE WINNER	ALL THE TECHNIQUES OF THE NON-WINNING
			name of the technique, type of action, guard and time of implementation	name of the technique, type of action, guard and time of implementation
1. Stanislav Horuna vs Ko Matsuhisa WKF World Championship Paris 2012.	Ko Matsuhisa 1. Attack (a) and counterattack (ca): attacks 10, counterattacks 3. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 23.08% , out of 13 actions 3 scoring: I) (KH) Ipon, GZj, 60-120 s., left. II) (a) Nihon, MWGc, 60-120 s., right, III). (a) Sanbon, AUMWGj, 120-180 s., left. 3. Penalties number: 3 penalties from the 2nd category: - chukoku, keikoku, hansoku chui.	Stanislav Horuna 1. Attack (a) and counterattack (ca): 16 attacks, 3 counterattacks. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 5.26% , out of 19 actions 1 scoring: I) (a) Sanbon, NWZ, 120-180 s., clinch; 3. Penalties number: 1 penalty from the 2nd category : - chukoku (2. cat.), - chukoku (1. cat.).	Ko Matsuhisa 1. KZj, (a), right, 0-60 s., 2. UMWGj, (a) clinch, 0-60 s., 3. MGc, (a), left, 0-60 s., 4. GZj, (ca), left, 60-120 s., 5. UMWGj, (a), right, 60-120., 6. AB, (a), left, 60-120 s., 7. MWGc, (a), right, 60-120 s., 8. GZj, (a), left, 120-180 s., 9. UMWGj, (a), clinch, 120-180s., 10. KZc, (a), left, 120-180 s., 11. AUMWGj, (a), left, 120-180 s., 12. AYGc (a), left, 120-180 s., 13. AUMWGj (ca), left, 120-180 s.	Stanislav Horuna 1. AMWGj, (ca), left, 0-60 s., 2. USMWGj, (ca), left, 0-60 s., 3. KZj, (ca), right, 60-120 s., 4. AB, (a), left, 60-120 s., 5. AUMWGj, (a), right, 60-120 s., 6. AUMWGj, (a), right, 60-120 s., 7. KZj, (a), left, 60-120 s., 8. AYGj, (a), right, 60-120 s., 9. AB, (a), right, 60-120 s., 10. AB, (a), left, 120-180 s., 11. MWGc, (a), right, 120-180 s., 12. USMWGj, (a), left, 120-180 s., 13. NWZ, (a), clinch 120-180 s., 14. NWZ, (a), clinch 120-180 s., 15. AUMWGj, (a), clinch 120-180s., 16. NWZ, (a), clinch 120-180 s., 17. USMWGj, (a), left, 10 s. Left, 18. USMWGj, (a), right, 10 s. Left, 19. USMWGj, (a), left, 10 s. Left.
2. Rafael Aghayev vs Stanislav Horuna,	Rafael Aghayev 1. Attack (a) and counter attack (ca): attacks 11,	Stanislav Horuna 1. Attack (a) and counter attack (ca): 18 attacks ,	Rafael Aghayev 1. GZj, (a), right, 60-120 s., 2. GZj, (a), right, 60-120 s., 3. GZj, (ca), right, 60-120 s.,	Stanislav Horuna 1. UMWGj, (a), left, 0-60 s., 2. AB, (a), right, 0-60 s., 3. AMWGj, (a), right, 0-60 s.,

1. Premier League Final Tiananmen 2013.	counterattacks 2. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 15.38%, out of 13 actions 2 scoring: I) (a) Sanbon, UMWGj, 60-120 s., clinch. II) (a) Ipon, GZj, 180-240 s., right. 3. Penalties number: 1 penalty from the 2nd and one from the 1st category: - chukoku (2. cat.), - chukoku (1. cat.).	2 counterattacks. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 0%, out of 20 actions 0 scoring. 3. Penalties number: 3 from the 2nd category: - chukoku, keikoku, hansoku chui.	4. GZj, (a), right, 60-120 s., 5. UMWGj, (a), clinch, 60-120 s., 6. GZc, (a), right, 60-120 s., 7. NWZ, (ca), left, 120-180 s., 8. GZj, (ca), right, 120-180 s., 9. KZj, (a), left, 120-180 s., 10. GZj, (a), right, 120-180 s., 11. MWGc, (a), left, 120-180 s., 12. KZj, (a), left, 120-180 s., 13. GZj, (a), right, 180-240 s.	4. NWZ, (a), right, 0-60 s., 5. MWGc, (a), right, 60-120 s., 6. GZc, (ca), left, 60-120 s., 7. NWZ, (a), left, 60-120 s., 8. KZj, (a), right, 60-120 s., 9. NWZ, (a), right, 60-120 s., 10. UMWGj, (ca), left, 60-120 s., 11. USMWGj, (a), left, 120-180s., 12. AB, (a), right, 120-180 s., 13. NWZ, (a), right, 120-180 s., 14. AMWGj, (a), right, 120-180 s., 15. NWZ, (a), left, 120-180 s., 16. KZj, (a), left, 120-180 s., 17. MWGc (a), left, 120-180 s., 18. GZj (a), right, 120-180 s., 19. AMWGj, (a), left, 10 s. Left, 20. KZj, (a), left, 10 s. Left.
3. Stanislav Horuna vs Luigi Busa, WKF European Championship final, Tampere 2014.	Luigi Busa 1. Attack (a) and counter attack (ca): attacks 5, counterattacks 0. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 40%, out of 5 actions 2 scoring: I) (a) Ipon, UU, 120-180 s., right. II) (a) Ipon, GZj, 180-240 s., right. 3. Penalties number: 3 penalties from the 2nd category: - chukoku, keikoku, hansoku chui.	Stanislav Horuna 1. Attack (a) and counter attack (ca): 8 attacks, 3 counterattacks. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 9.09%, out of 11 actions 1 scoring: I) (ca) Ipon, GZc, 120-180 s., left 3. Penalties number: 2 from the 2nd category: - chukoku, keikoku.	Luigi Busa 1. KZj, (a), right, 120-180 s., 2. GZj, (a), right, 120-180 s., 3. UUj, (ca), right, 120-180 s., 4. GZj, (a), right, 120-180 s., 5. GZj, (a), right, 120-180 s.	Stanislav Horuna 1. MWGc, (a), left, 0-60 s., 2. KZj, (a), right, 60-120 s., 3. USMWGc, (a), left, 120-180 s., 4. GZj, (a), right, 120-180 s., 5. AMWGj, (ca), right, 120-180 s., 6. GZc, (ca), left, 120-180 s., 7. MWGc, (a), left, 10 s. Left., 8. GZc, (ca), left, 180-240 s., 9. MWGc, (a), left, 10 s. Left., 10. USMWGj, (a), right, 10 s. Left., 11. NWZ, (a), clinch, 10 s. Left.
4. Davy Dona vs Stanislav Horuna, 1. Premier League, Paris Open 2014.	Stanislav Horuna 1. Attack (a) and counter attack (ca): attacks 20, counterattacks 1. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 9.52%, out of 21 actions 2 scoring: I) (ca) Ipon, GZj, 0-60 s., left. II) (a) Ipon, KZj, 60-120 s., right. 3. Penalties number: 1 penalty from the 2nd category: - chukoku.	Davy Dona 1. Attack (a) and counter attack (ca): 17 attacks, 4 counterattacks. 2. Efficiency (% of scoring actions), technique, time of scoring and guard): 0%, out of 21 actions, 0 scored. 3. Penalties number: 3 from the 2nd category: - chukoku, keikoku, hansoku chui.	Stanislav Horuna 1. GZj, (ca), left, 0-60 s., 2. AB, (a), left, 0-60 s., 3. MWGc, (a), left, 0-60 s., 4. AMWGj, (a), left, 0-60 s., 5. MWGc, (a), clinch, 0-60 s., 6. AB, (a), left, 0-60 s., 7. MWGj, (a), clinch, 0-60 s., 8. MWGj, (a), clinch, 60-120 s., 9. AB, (a), right, 60-120 s., 10. KZj, (a), right, 60-120 s., 11. USMWGj, (a), left, 60-120 s., 12. KZj, (a), right, 60-120 s., 13. NWZ, (a), clinch, 60-120 s., 14. MWGc, (a), left, 60-120 s., 15. AMWGj, (a), right, 120-180 s., 16. USMWGj, (a), left, 120-180 s., 17. NWZ, (a), clinch, 120-180 s., 18. MWGj, (a), right, 120-180 s., 20. USMWGj, (a), left, 120-180 s., 20. KZj, (a), left, 120-180 s., 21. NWZ, (a), clinch, 120-180 s.,	Davy Dona 1. AMWGj, (a), left, 0-60 s., 2. GZj, (ca), left, 0-60 s., 3. GZj, (ca), left, 0-60 s., 4. MWGc, (a), left, 60-120 s., 5. KZj, (a), right, 60-120 s., 6. GZj, (a), left, 60-120 s., 7. MWGj, (ca), left, 60-120 s., 8. NWZ, (a), clinch, 60-120 s., 9. NWZ, (a), clinch, 120-180 s., 10. GZj, (a), clinch, 120-180 s., 11. GZj, (a), clinch, 120-180 s., 12. KZj, (a), left, 120-180 s., 13. GZj, (a), left, 120-180 s., 14. MWGc, (a), clinch, 120-180 s., 15. MWGc, (a), left, 120-180 s., 16. NWZ, (a), clinch, 120-180 s., 17. KZj, (a), clinch, 120-180 s., 18. GZj, (ca), left, 120-180 s., 19. GZj, (a), left, 120-180 s., 20. MWGc, (a), left, 120-180 s., 21. MWGj, (a), clinch, 10 s. Left.

5. Stanislav Horuna vs Ali Asghar Asiabari, <i>World Karate Games in Wrocław 2017.</i>	Stanislav Horuna <u>1. Attack (a) and counter attack (ca):</u> attacks 15, counterattacks 7. <u>2. Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 9.52%, out of 21 actions 2 scoring: I) (ca) Ipon, GZj, 120-180 s., right. II) (a) Sanbon, USMWGj, 120-180 s., left. <u>3. Penalties number:</u> 1 penalty from the 2nd and one from the 1st category: - chukoku (2. cat.); - chukoku (1. cat.).	Ali Asghar Asiabari <u>1. Attack (a) and counter attack (ca):</u> 17 attacks, 2 counterattacks. <u>2. Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 10.53%, out of 19 actions 2 scoring: I) (a) Ipon, KZj, 0-60 s., left. II) (a) Ipon, KZj, 0-60 s., left. 60-120 s., left. <u>3. Penalties number:</u> 1 penalty from the 2nd and one from the 1st category: - chukoku (2. cat.); - chukoku (1. cat.).	Stanislav Horuna 1. AMWGj, (ca),right, 0-60 s., 2. KZj (ca),left, 0-60 s., 3. AB, (a), right, 0-60 s., 4. MWGc, (a), right, 0-60 s., 5. GZc, (ca),right, 0-60 s., 6. AB, (a), right, 0-60 s., 7. GZc, (ca),left, 60-120 s., 8. AMWGj, (a), left, 60-120 s., 9. AB, (ca),left, 60-120 s., 10. GZj, (ca),right, 60-120 s., 11. UMWGj, (a), left, 60-120 s., 12. MWGc, (a), left, 60-120 s., 13. GZj, (a), right, 60-120 s., 14. GZj, (a), right, 60-120 s., 15. AB, (a), left, 120-180 s., 16. GZj, (ca), right, 120-180 s., 17. UMWGj,(a), left, 120-180 s., 18. GZj, (a), right, 120-180 s., 19. GZj, (a), left, 120-180 s., 20. USMWGj, (a), left, 120-180 s., 21. KZj, (a), left, 10 s. Left.	Ali Asghar Asiabari 1. AMWGj, (a), left, 0-60 s., 2. KZj, (a), left, 0-60 s., 3. AMWGj, (ca), left, 0-60 s., 4. AB, (a), left, 0-60 s., 5. MWGc, (a), right, 0-60 s., 6. GZc, (a), left, 60-120 s., 7. KZj, (a), left, 60-120 s., 8. AB, (a), left, 60-120 s., 9. KZj, (a), left, 60-120 s., 10. MWGc, (a), right, 60-120 s., 11. KZj, (a), left, 60-120 s., 12. KZj, (a), left, 120-180 s., 13. AMWGj, (a), left, 120-180 s., 14. AMWGj, (a), left, 120-180 s., 15. KZj, (a), left, 120-180 s., 16. KZj,(a), left, 120-180 s., 17. GZj, (a), left, 120-180 s., 18. MWGj, (a), right, 120-180 s., 19. MWGj, (a), left, 10 s. Left.
6. Enes Garibović vs Stanislav Horuna, <i>European Championshi, Novi Sad 2018.</i>	Stanislav Horuna <u>1. Attack (a) and counter attack (ca):</u> attacks 7, counterattacks 6. <u>2. Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 7.69%, out of 13 actions 1 scoring: I) (a) Ipon, GZj, 0-60 s., right. <u>3. Penalties number:</u> 2 penalties from the 2nd category: - chukoku, keikoku.	Enes Garibović <u>1. Attack (a) and counter attack (ca):</u> 22 attacks, 2 counterattacks. <u>2. Efficiency (% of scoring actions), technique, time of scoring and guard):</u> <i>noena u zapò:</i> 0%, out of 24 actions 0 scoring. <u>3. Penalties number:</u> 2 penalties from the 2nd category: - chukoku, keikoku.	Stanislav Horuna 1. GZj, (a), right, 0-60 s., 2. GZj (a), clinch, 0-60 s., 3. AUMWGj, (ca),right, 0-60 s., 4. GZj, (ca),right, 120-180 s., 5. KZj, (a), right, 120-180 s., 6. KZj, (ca),left, 120-180 s., 7. UMWGj, (a), clinch,120-180 s., 8. MWGc, (a), right, 120-180 s., 9. NWZ, (a), clinch, 120-180 s., 10. USMWGj, (ca), left,120-180 s., 11. KZj, (ca), right, 120-180 s., 12. GZj, (ca), left, 10 s. Left, 13. GZj, (ca), right, 10 s. Left.,	Enes Garibović 1. KZj, (a), left, 0-60 s., 2. GZj, (a), left, 0-60 s., 3. GZj, (ca),left, 60-120 s., 4. GZj, (a), left, 60-120 s., 5. KZj, (a),left, 60-120 s., 6. GZj, (a), left, 60-120 s., 7. GZj, (a), left, 60-120 s., 8. UGc, (a), left, 60-120 s., 9. GZj, (ca),left, 60-120 s., 10. KZj, (a),left, 60-120 s., 11. GZj, (a), left, 60-120 s., 12. GZj, (a), right, 60-120 s., 13. UGc, (a), left, 120-180 s., 14. KZj, (a), left, 120-180 s., 15. MWGc, (a), left, 120-180 s., 16. GZj,(a), left, 120-180 s., 17. MWGc, (a), left, 120-180 s., 18. GZj, (a), left, 120-180 s., 19. KZj, (a), left, 120-180 s., 20. MWGc, (a), left, 120-180 s., 21. GZj, (a), left, 120-180 s., 22. UGc, (a), left, 10 s. Left, 23. GZj, (a), left, 10 s. Left, 24. MWGj, (a), left, 10 s. Left.
7. Stanislav Horuna vs Rafael Aghayev, <i>WKF final of the European Games in Minsk 2019.</i>	Stanislav Horuna <u>1. Attack (a) and counter attack (ca):</u> attacks 7, counterattacks 6. <u>2. Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 10.52%, out of 19 actions 2 scoring: I) (a) Ipon, GZj, 120-180 s., right. II) (a) Sanbon, USMWGj, 120-180 s., right. <u>3. Penalties number:</u> 0 penalties.	Rafael Aghayev <u>1. Attack (a) and counter attack (ca):</u> 9 attacks, 1 counterattacks. <u>2. Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 0%, out of 10 actions 0 scoring. <u>3. Penalties number:</u> 2 penalties from the 2nd category: - chukoku, keikoku.	Stanislav Horuna 1. KZj, (a), right, 0-60 s., 2. AUMWGj (a), clinch, 0-60 s., 3. MWGc, (a), left, 60-120 s., 4. KZj, (a), right, 60-120 s., 5. GZj, (a), right, 120-180 s., 6. AB, (a), right, 120-180 s., 7. USMWGj,(a), right, 120-180 s., 8. NWZ, (a), left, 120-180 s., 9. GZj, (ca),right, 180-240 s., 10. KZj, (a), right, 180-240 s., 11. KZj, (a), right, 180-240 s., 12. UMWGj, (a), left,180-240 s., 13. GZj, (a), right, 180-240 s., 14. KZj, (a), right, 180-240 s., 15. USMWGj,(a), left, 180-240 s., 16. AUMWGj,(ca), right, 180-240s., 17. MWGc, (a), right, 180-240 s., 18. USMWGj,(a),left,180-240 s., 19. KZj, (ca),left, 180-240 s.	Rafael Aghayev 1. KZj, (a), right, 0-60 s., 2. GZj, (a), right, 0-60 s., 3. MWGc, (a), left, 0-60 s., 4. KZj, (ca),left, 120-180 s., 5. KZj, (a), right, 120-180 s., 6. GZj, (a), right, 120-180 s., 7. AB, (a), left, 120-180 s., 8. MWGc, (a), left, 120-180 s., 9. KZc, (a), right, 120-180 s., 10. NWZ, (a), right, 10 s. Left.

8. Yassine Souri vs Stanislav Horuna 1. Tokyo Premier League 2019, bronze medal match	Stanislav Horuna 1. <u>Attack (a) and counter attack (ca):</u> attacks 10, 0 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 10%, out of 10 actions 1 scoring: I) (a) Sanbon, USMWGj, 10 sek do k, left. 3. <u>Penalties number:</u> 2 penalties from the 2nd category: - chukoku, keikoku.	Yassine Souri 1. <u>Attack (a) and counter attack (ca):</u> 3 attacks, 4 counterattacks 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 0%, out of 7 actions 0 scoring: 3. <u>Penalties number:</u> 3 penalties from the 2nd category: - chukoku, keikoku, hansoku chui.	Stanislav Horuna 1. UMWGj, (a), left, 0-60 s., 2. GZc (a), left, 0-60 s., 3. AB, (a), left, 60-120 s., 4. MWGj, (a), left, 60-120 s., 5. MWGc, (a), left, 120-180 s., 6. NWZ, (a), clinch, 120-180 s., 7. AB, (a), left, 120-180 s., 8. GZc, (a), left, 10 s. Left, 9. MWGc, (a), left, 10 s. Left, 10. USMWGj, (a), left, 10 s. Left.	Yassine Souri 1. AMWGj, (ca),right, 60-120 s., 2. GZc, (ca),right, 120-180 s., 3. AMWGj,(ca),right,120-180 s., 4. AMWGj, (a), right, 60-120 s., 5. GZj, (ca),right, 10 s. Left, 6. GZj, (a), right, 10 s. Left, 7. AMWGj, (a), right, 10 s. Left.
9. Ken Nishimura vs Stanislav Horuna, Semi finals 1. Premier League, Paris 2019	Ken Nishimura 1. <u>Attack (a) and counter attack (ca):</u> attacks 8, counterattacks 2. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 10%, out of 10 actions 1 scoring: I) (a) Sanbon, AUSMWGj, 120-180 s., clinch. 3. <u>Penalties number:</u> 3 penalties from the 2nd category: - chukoku, keikoku, hansoku chui.	Stanislav Horuna 1. <u>Attack (a) and counter attack (ca):</u> 12 attacks, 0 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 0%, out of 12 actions 0 scoring. 3. <u>Penalties number:</u> 2 penalties from the 2nd category: - chukoku, keikoku.	Ken Nishimura 1. USMWGj, (ca), left, 0-60 s., 2. AMWGj (a), right, 60-120 s., 3. GZj, (ca), left, 120-180 s., 4. KZj, (a), left, 120-180 s., 5. GZj, (a), left, 120-180 s., 6. KZj, (a), left, 120-180 s., 7. AUMWGj, (a), clinch, 120-180s., 8. GZj, (a), left, 120-180 s., 9. AMWGj,(a), right, 120-180 s., 10. KZj, (a), left,10 s. Left.	Stanislav Horuna 1. AB, (a), left, 0-60 s., 2. MGc, (a), right, 0-60 s., 3. AB,(a), right, 0-60 s., 4. MWGj, (a), left, 60-120 s., 5. AB, (a), right, 120-180 s., 6. MWGc, (a), right, 120-180 s., 7. GZj, (a), right, 120-180 s., 8. AB, (a), left, 120-180 s., 9. AYGe, (a), right, 10 s. Left, 10. USMWGj,(a), right,10 s. Left, 11.MWGc, (a), left, 10 s. Left, 12. AMWGj, (a), left, 10 s. Left.
10. Stanislav Horuna vs Ali Ashgar Asiabari, 1. Premier League, Rabat 2019.	Stanislav Horuna 1. <u>Attack (a) and counter attack (ca):</u> attacks 11, counterattacks 9. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 35%, out of 20 actions 7 scoring: I) (ca) Ipon, GZj, 0-60 s., left, II) (ca) Ipon, GZj, 60-120 s., left, III) (a) Sanbon, USMWGj, 60-120 s., left, IV) (ca) Ipon, GZj, 120-180 s., left, V) (a) Ipon, GZj, 120-180 s., left, VI) (ca) Ipon, GZj, 10 s. Left, left, VII) (ca) Ipon, GZj, 10 s Left, left. 3. <u>Penalties number:</u> 0 penalties.	Ali Ashgar Asiabari 1. <u>Attack (a) and counter attack (ca):</u> 16 attacks, 2 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 33.33%, out of 18 actions 6 scoring: I) (a) Ipon, KZj, 0-60 s., left, II) (a) Ipon, KZj, 60-120 s., left, III) (a) Ipon, KZj, 60-120 s., left, IV) (a) Ipon, KZj, 120-180 s., left, V) (a) Sanbon, AMWGj, 120-180 s., left, VI) (a) Ipon, KZj, 10 s Left., left. 3. <u>Penalties number:</u> 1 penalty from the 2nd category: - hansoku chui.	Stanislav Horuna 1. AB, (a), right, 0-60 s., 2. AUMWGj (ca),left, 0-60 s., 3. AMWGc, (a), left, 0-60 s., 4. MWGc, (a), left, 0-60 s., 5. GZj, (ca),left, 60-120 s., 6. MWGc, (a), right, 60-120 s., 7. USMWGj, (ca),right, 60-120s., 8. GZj, (ca),left, 60-120 s., 9. AYGe,(a), right, 60-120 s., 10. AB, (a), left, 120-180 s., 11. USMWGj, (a), right, 120-180s., 12. GZj, (ca), right, 120-180 s., 13. GZj, (a), right, 120-180 s., 14. GZj, (ca), clinch, 120-180 s., 15. GZj, (ca), right, 10 s. Left, 16. AUMWGj,(ca),right, 10 s Left, 17. GZj, (ca),clinch, 10 s. Left, 18. NWZ, (a), left, 10 s. Left, 19. GZj, (ca),right, 10 s. Left, 20. KZj (a), right, 10 s. Left.	Ali Ashgar Asiabari 1. KZj, (a), left, 0-60 s., 2. KZj, (a), left, 0-60 s., 3. MWGc, (ca),right, 0-60 s., 4. AB, (a), left, 60-120 s., 5. KZj, (a), left, 60-120 s., 6. KZj, (a), left, 60-120 s., 7. AMWGj, (a), left, 60-120 s., 8. NWZ, (ca),left, 0-60 s., 9. KZj, (a), left, 120-180 s., 10. MWGj, (a), left, 120-180 s., 11. AMWGj, (a),left, 120-180 s., 12. AB, (a), left, 10 s. Left, 13. KZj, (a), left, 10 s. Left, 14. KZj, (a), left, 10 s. Left, 15. AMWGc, (a), left, 10 s. Left, 16. AMWGj, (a), clinch, 10 s. Left, 17. KZj, (a), left, 10 s. Left, 18. KZj, (a), right, 10 s. Left.

11. Scott Thomas vs Stanislav Horuna, 1. Premier League, Dubai 2019.	Scott Thomas 1. <u>Attack (a) and counter attack (ca):</u> 11 attacks, 2 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 15.38%, out of 13 actions 2 scoring. I) (a) Ipon, GZj, 0-60 s., left. II) (a) Ipon, KZj, 120-180 s., right. 3. <u>Penalties number:</u> 1 penalty from the 2nd category: - chukoku.	Stanislav Horuna 1. <u>Attack (a) and counter attack (ca):</u> 13 attacks, 4 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 0%, out of 17 actions 0 scoring. 3. <u>Penalties number:</u> 0 penalties.	Scott Thomas 1. AMWGj, (a), left, 0-60 s., 2. GZj (a), left, 0-60 s., 3. MWGc, (a), right, 60-120 s., 4. KZj, (a), right, 60-120 s., 5. MWGc, (a), right, 60-120 s., 6. KZj, (ca), right, 60-120 s., 7. GZj, (a), right, 120-180 s., 8. KZj, (a), right, 120-180 s., 9. AB, (a), right, 120-180 s., 10. KZj, (a), right, 120-180 s., 11. MWGc, (a), right, 120-180 s., 12. GZj, (a), right, 120-180 s., 13. GZj, (ca),right, 10 s. Left.	Stanislav Horuna 1. MWGc, (a), right, 0-60 s., 2. GZj, (ca),left, 0-60 s., 3. AB,(ca),left, 0-60 s., 4. AB, (a), right , 0-60 s., 5. USMWGj, (a), right, 60-120 s., 6. GZc, (ca),left, 60-120 s., 7. GZj, (a), right, 60-120 s., 8. GZc, (a), left, 60-120 s., 9. KZj, (a), right, 120-180 s., 10. MWGc, (a), right, 120-180 s., 11. MWGc, (a),right, 120-180s., 12. GZj,(ca),left, 120-180 s., 13. MWGc, (a), right, 10 s. Left, 14. MWGc, (a), right, 10 s. Left, 15. MWGc, (a), left, 10 s. Left, 16. GZj, (a), right, 10 s. Left, 17. USMWGj, (a), right, 10 s. Left.
12. Abdelaziz Abdalla vs Stanislav Horuna, Serie A, Santiago 2020.	Abdelaziz Abdalla 1. <u>Attack (a) and counter attack (ca):</u> 18 attacks, 2 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 10%, out of 20 actions 2 scoring: I) (ca) Sanbon, AUMWGj, 120-180 s., left. II) (a) Ipon, GZj, 10 s., Left., left. 3. <u>Penalties number:</u> 3 penalties from the 2nd category: - chukoku, hansoku chui (2. cat.); - hansoku chui (1.cat.).	Stanislav Horuna 1. <u>Attack (a) and counter attack (ca):</u> 6 attacks, 14 counterattacks. 2. <u>Efficiency (% of scoring actions), technique, time of scoring and guard):</u> 15%, out of 20 actions 3 scoring: I) (ca), Ipon, KZj, 60-120 s., right. II) (ca), Ipon, GZj, 60-120 s., right, III) (ca), GZj, 10 s. Left., right. 3. <u>Penalties number:</u> 1 penalty from the 1st category and 3 from the 2nd category: - chukoku, keikoku, hansoku chui (2. cat.); - keikoku (1. cat.).	Abdelaziz Abdalla 1. GZj (a), left, 0-60 s., 2. KZj (a), left, 0-60 s., 3. GZj (ca),left, 60-120 s., 4. KZj, (a), left, 60-120 s., 5. GZc (a), left, 60-120 s., 6. KZj, (a), left, 60-120 s., 7. KZj, (a), left, 120-180 s., 8. GZj (a), left, 120-180 s., 9. KZj, (a), left, 120-180 s., 10. AUMWGj,(a),left,120-180 s., 11. GZj (a), left, 120-180 s., 12. GZj, (a), left, 120-180 s., 13. GZj, (a), left, 120-180 s., 14. GZj, (a), left, 120-180 s., 15. KZj, (a), left, 120-180 s., 16. GZj, (a), left, 120-180 s., 17. AUMWGj, (ca), left, 120-180 s., 18. KZj, (a), left, 10 s., Left, 19. GZj, (a), left, 10 s., Left, 20. GZj, (ca),left, 10 s., Left.	Stanislav Horuna 1. AUMWGj, (ca),right, 0-60 s., 2. AUMWGj, (ca),right, 0-60 s., 3. AB, (a), right, 60-120 s., 4. NWZ, (a), left, 60-120 s., 5. AUMWGj, (ca),right, 60-120s., 6. MWGc, (a), right, 60-120 s., 7. GZj, (ca), left, 60-120 s., 8. AB, (ca),left, 60-120 s., 9. KZj, (ca),right, 60-120 s., 10. AB, (a), right, 60-120 s., 11. AYGc, (ca),right, 120-180 s., 12. GZj, (ca),right, 120-180 s., 13. GZj, (ca),right, 120-180 s., 14. KZj, (a), left, 120-180 s., 15. AUMWGj,(ca),right,120-180 s., 16. AUMWGj,(ca),right,120-180 s., 17. GZj, (ca), right, 120-180 s., 18. AUMWGj,(ca),right,120-180 s., 19. GZj, (a), right, 120-180 s., 20. GZj, (ca), right, 10 s. Left.

Legend: (a) - attack; (ca) - counterattack; cat - category; left - left guard; Left - time remaining until the end of the match; s. - second.

The table clearly shows all the analyzed parameters, as well as the efficiency of the scoring actions of Stanislav Horuna and his opponents. By analyzing 12 matches of the Ukrainian fighter, it was recorded that the total number of his attacks was 203, and that 20 actions were goals. This means that its overall efficiency was 9.85%. On the other hand, the total number of all attacks by his opponents was 173, of which 20 were hits. This means that their efficiency was 11.56%. If we look at the gyaku zuki jodan technique and compare the shots placed and realized in all matches, the table shows that the total number of attempts by Horuna was 35, of which 12 shots were scored, which is 34.28% efficiency. By observing the guard from which scoring techniques were performed, it was established that both guards were used (9k right and 11k left). When it comes to leg technique, all the points scored were performed in the area

of the jodan, and as for the time of performance, they were all performed in the sond half. Looking at the punishments in table 2, it is clearly seen that the total number of punishments awarded to the Ukrainian fighter was 16, of which the largest number is from the 2nd category. More precisely, they are mostly rewarded for inactivity in the fight, as well as for pulling and pushing in the clinch. A percentage comparison of all the actions of Horuna and its opponents individually in each match is also presented (Table 3).

Table 3. Percentage comparison of scoring attacks between Horuna and his opponents, as well as a comparison of realized attack techniques

Fighters, tournament and year	Realized scoring techniques		Total number of points scored in the match	The percentage efficiency of realized scoring techniques
	Horuna	Matsuhisa		
1. <i>Stanislav Horuna vs Ko Matsuhisa, WKF World Championship Paris 2012.</i>	1. NWZ- Sanbon	1. GZj- Ipon 2. MWGc- Nihon 3. AUMW Gj- Sanbon	Horuna= 3 Matsuhisa= 4	Horuna: 1. NWZ= 33.33%, 3(at), 1(r); Matsuhisa: 1. GZj= 50%, 2(at), 1(r); 2. MWGc= 100%, 1(at), 1(r); 3. AUMW Gj= 50%, 2(at), 1(r).
2. <i>Rafael Aghayev vs Stanislav Horuna, 1 Premier League Final Tiananmen 2013.</i>	1. /	1. UMW Gj- Sanbon 2. GZj- ipon	Horuna= 0 Aghayev= 4	Horuna: 1. / Aghayev: 1. UMW Gj=100%, 1(at), 1(r); 2. GZj=14.28%, 7(at), 1(r).
3. <i>Stanislav Horuna vs Luigi Busa, WKF European Championship final, Tampere 2014.</i>	1. GZc- Ipon	1. UUj- Ipon 2. GZj- Ipon	Horuna= 1 Busa= 2	Horuna: 1. GZc= 50%, 2(at), 1(r); Busa: 1. UUj=100%, 1(at), 1(r); 2. GZj=33.33%, 3(at), 1(r).
4. <i>Davy Dona vs Stanislav Horuna, 1. Premier League, Paris Open 2014</i>	1. GZj- Ipon 2. KZj- Ipon	1. /	Horuna= 3 Dona= 0	Horuna: 1. GZc= 100%, 1(at), 1(r); 2. KZj= 33.33%, 3(at), 1(r); Dona: 1. /.
5. <i>Stanislav Horuna vs Ali Asghar Asiabari, World Karate Games in Wroclaw 2017.</i>	1. GZj- Ipon 2. USMW Gj- Sanbon	1. 2x KZj- Ipon	Horuna= 3 Asiabari= 2	Horuna: 1. GZj= 16.66%, 6(at), 1(r); 2. USMW Gj= 100%, 1(at), 1(r); Asiabari: 1. KZj= 28.57%, 7(at), 2(r).
6. <i>Enes Garibović vs Stanislav Horuna, European Championship, Novi Sad 2018.</i>	1. GZj- Ipon	1. /	Horuna= 3 Garibović= 0	Horuna: 1. GZj= 20%, 5(at), 1(p); Garibović: 1. /.
7. <i>Stanislav Horuna vs Rafael Aghayev, WKF finals of European players in Minsk 2019.</i>	1. GZj- Ipon 2. USMW Gj- Sanbon	1. /	Horuna= 4 Aghayev= 0	Horuna: 1. GZj= 33.33%, 3(at), 1(r); 2. USMW Gj= 33.33%, 3(at), 1(r); Aghayev: 1. /.

8. <i>Yassine Sekurei vs Stanislav Horuna</i> 1. Tokyo Premier League 2019, bronze medal match	Horuna	Sekurei	Horuna= 3 Sekurei= 0	Horuna: 1. <i>USMWGj</i> = 100%, 1(at), 1(r); Sekurei: 1. /.
	1. <i>USMWGj</i> - Sanbon	1. /		
9. <i>Ken Nishimura vs Stanislav Horuna</i> , semi-final 1. Premier League, Paris 2019.	Horuna	Nishimura	Horuna= 0 Nishimura= 3	Horuna: 1. / Nishimura: 1. <i>AUMWGj</i> = 100%, 1(at), 1(r).
	1. /	1. <i>AUMWGj</i> - Sanbon		
10. <i>Stanislav Horuna vs Ali Ashgar Asiabari</i> , 1. Premier League, Rabat 2019	Horuna	Asiabari	Horuna= 9 Asiabari= 8	Horuna: 1. <i>GZj</i> = 75%, 8(at), 6(r); 2. <i>USMWGj</i> = 100%, 1(at), 1(r); Asiabari: 1. <i>KZj</i> = 55.55%, 9(at), 5(r); 2. <i>AMWGj</i> = 33.33%, 3(at), 1(r).
	1. 6x <i>GZj</i> - Ipon 2. <i>USMWGj</i> - Sanbon	1. 5x <i>KZj</i> -Ipon 2. <i>AMWGj</i> - Sanbon		
11. <i>Scott Thomas vs Stanislav Horuna</i> , 1. Premier League, Dubai 2019.	Horuna	Scott	Horuna= 0 Scott= 2	Horuna: 1. / Scott: 1. <i>GZj</i> = 25%, 4(at), 1(r); 2. <i>KZj</i> = 25%, 4(at), 1(r).
	1. /	1. <i>GZj</i> - Ipon 2. <i>KZj</i> - Ipon		
12. <i>Abdelaziz Abdalla vs Stanislav Horuna</i> , Serie A, Santiago 2020.	Horuna	Abdalla	Horuna= 3 Abdalla= 4	Horuna: 1. <i>KZj</i> = 50%, 2(at), 1(r); 2. <i>GZj</i> = 33.33%, 6(at), 2(r); Abdalla: 1. <i>AUMWGj</i> = 50%, 2(at), 1(r); 2. <i>GZj</i> = 10%, 10(at), 1(r).
	1. <i>KZj</i> - Ipon 2. 2x <i>GZj</i> - Ipon	1. <i>AUMWGj</i> - Sanbon 2. <i>GZj</i> - Ipon		

Legend: at - attempt, r - realized.

Based on table 3, it can be concluded that of all the realized scoring techniques of Stanislav Horuna, gyaku zuki jodan was the most common. Specifically, 12 out of a total of 20 realized were achieved with this hand attack, which makes up 60% of all scoring actions. It can also be seen that 18 out of 20 techniques were placed in the jodan region, which represents 90% of all placed shots. Of the kicks, the main scorer was ushiro mawashi gery jodan, which accounted for 100% of all scoring kick techniques. If you look at the opponents, it is concluded that the most frequent shot in all 12 matches was kizami zuki jodan, with 8 points from 20 actions made, which is 40%. When we talk about the type of actions performed by Horuna, it can be seen from the table that of the 20 achieved, 9 were in the form of a attack, and 11 were in the form of a counterattack. From table 2, it can be clearly seen that the most frequent point of Horuna was ipon, which was achieved in 15 actions. Sanbon techniques were implemented in 5 cases, while there wasn't a single nihon. Observing the tabulated results, out of 12 fights, Horuna triumphed in 6, which represents 50% efficiency.

Discussion

Based on the results obtained, it was observed that Stanislav Horuna's most effective shot was the giaku zuki yodan, and his opponents' kizami zuki jodan, which generally agrees with the results of the research carried out by many authors (Kapo & Kajmović, 2006; Koropanovski et al., 2008; Sertić et al., 2012; Tabben et al., 2015; Alina-ghipour et al., 2020). Through detailed video analysis, it was observed that these shots have a very short execution time, as well as a rectilinear path of movement, which makes these techniques difficult to defend and therefore effective. Also, the biomechanical requirements of these strikes are not demanding, given that they are straight manual techniques, so the energy consumption during their execution is minimal. On the other hand, when we talk about scoring with the leg techniques of the Ukrainian karateka, it was observed that ushiro mawashi gery jodan was very successful. This is a particularly interesting fact that was not found in other research. Usually the most effective leg techniques are mawashi gery (Birt, 2015) and ura mawashi gery. Observing this movement, it can be seen that its execution requires significantly more skill, energy and time than when performing straight hand strikes. The reason for this is the circular amplitude of movement, as well as the rotation of the entire body by 180°, which is achieved when performing this technique. If we talk about the Action time parameter, the most actions were realized in the last minute of the match, especially in the final 10 seconds (atoshi baraku). High pressure from the losing fighter is the main cause of these attacks, and this is the last chance to change the score before time runs out. By observing the guard from which the techniques were performed, it can be seen that Horuna uses the left and right guard almost equally, which only speaks to the quality of this karate fighter. It was observed that the opponent's guard, as well as the spatial situation on the field, had a great influence on which guard to use. Based on the results that speak of the punishments received, it was confirmed that the total number of punishments awarded to this karate player was 16, of which their size was due to inactivity in the match. Almost all inactivity penalties are added in the first minute of the match. That it is justified by the fact that at the beginning of the match one evaluates and examines the opponent, and at the same time avoids hasty mistakes. In all matches it was done that Horuna very often in the clinch position used the technique of naga waza (throwing with final scoring), which can be clearly seen in table 2. Only in one match was there a scoring with this attack, although he often managed to carry out the technique to the end with a slight delay in the realization of the scoring shot. Also, in addition to the grip during the execution of the throw, there is pulling and pushing, which are not allowed.

Strengths and limitations

This is the first case study that analyzed Stanislav Horuna as the top ranked karateka in Ukraine. The main limitation of this study is the fact that a larger number of matches should be analyzed and thus obtain even more reliable and objective results based on a larger sample. Therefore, it can be a proposal for some further research of this type.

Conclusion

This case study confirmed that by applying the score analysis of the matches of the top karate player Stanislav Horuna in prestigious competitions with top fighters, it can contribute a lot to the development of the way of fighting at the top level, but also to observation the bad and good sides of all applied combat parameters. By analyzing the variables: time of action, type of action, efficiency, penalty, guard, technique and results, it can be concluded that the most effective techniques were hand punches, as well as that the counterattack is a very effective tool of achieving points and intercepting opponents. The most hesitation was at the beginning of the matches, and the most action was in the last minute of the fight. Also, the most common point was Ipon.

The obtained results and conclusions can be extremely important information for many trainers and young fighters who aim to become top karate fighters.

Conflict of interests

The authors declare no conflict of interest.

Author Contributions

Conceptualization: AS. Investigation: AS, SĐ. Theoretical framework: SĐ. Data curation: RP, IK. Resources: AS, IK. Writing – original draft: AS, SĐ, RP. Writing – review & editing: IK. All authors have read and agreed to the published version of the manuscript.

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THE INFLUENCE OF LOWER LIMBS MORPHOLOGY ON THE RESULT IN RACE WALKING

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Abstract: The aim of this study was to determine the influence of lower limbs morphology on the result in race walking. The sample of participants for this study was selected from the student population of Pirot's elementary school "Vuk Karadžić". The study included 15 male participants aged 13-14, who practiced race walking in the "Pirot" athletics club. The following variables were used to assess the morphological characteristics of the lower limbs: leg length, diameter of the knee joint, thigh circumference, calf circumference and thickness of the skinfold on the calf. On the other hand, the criterion variable was the 400 m race walking performance. Linear regression analysis was used to determine the influence of the morphology of the lower limbs on the result in race walking. The results of the study indicated that based on an observation of the modality as a whole, this study found no statistically significant influence of lower limbs morphology on the result in race walking. Nevertheless, by considering particular variables, it can be claimed that the diameter of the knee joint and the thickness of the skinfold on the calf have been shown to have a statistically significant influence on the result in 400 m race walking. Exploring the intricacies of lower limb structure in race walking can provide valuable insights for training and coaching. This understanding has the potential to improve coaching methods and enhance overall performance in this distinctive sport.

Keywords: anthropometry, lower extremities, athletics, track and field

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Introduction

Race walking is a long-distance athletic discipline that requires superior endurance and technical knowledge (Gomez-Ezeiza, Granados, & Santos-Concejero, 2016; Hanley, Bissas, & Drake, 2014; Vernillo et al., 2013). Therefore, the race walking rules state that the knee must be straightened from initial ground contact until the vertical upright position and that there can be no visible loss of contact with the ground (Pavei, Cazzola, La Torre, & Minetti, 2014; Walker, Nicholson, & Hanley, 2021). Also, it can be said that race walking is a highly specialized athletic discipline that places unique demands on the human body, particularly on the morphology and biomechanics of the lower limbs (Mleczko et al., 2019). Additionally, the human lower limb is a complex structure comprising muscles, bones, ligaments and tendons, and all of which contribute to an athlete's ability to generate and transfer force during race walking (Meng et al., 2022; Silva, 2018). Namely, it was established that the athletic performance of athletes depends on the limb length, muscle strength, joint flexibility and the overall structural characteristics of the lower limbs (Walker, Nicholson, & Hanley, 2021).

It has been suggested that individual variations in lower limb morphology may have a direct influence on the efficiency and economy of race walking, affecting factors such as stride length, stride frequency, and overall gait dynamics (Raković, 2004). Furthermore, the primary lower limb muscle groups responsible for generating energy in race walking are the ankle plantarflexors, hip flexors and hip extensors (Hanley & Bissas, 2017; Walker, Nicholson, & Hanley, 2021). Also, the importance of the work carried out by the hip flexors during the late stance and early swing phases is particularly noteworthy, as it effectively minimizes pronounced velocity changes during the stance, and this aspect in race walking is further influenced by the concurrent absorption of energy by the knee extensors in the same late stance/early swing phase. (Hanley & Bissas, 2017).

It is important to understand the complicated connections between lower limb morphology and race walking performance as competitors aim for success in this highly specialized athletic discipline. Understanding the influence of lower limb morphology on race walking performance is essential for athletes, coaches and sports scientists. Unfortunately, there are only a few scientific papers dealing with this specific topic. Therefore, the aim of this study was to determine the influence of lower limbs morphology on the result in race walking.

Method

Participants

The sample of participants for this study was selected from the student population of Pirot's elementary school "Vuk Karadžić". The study included 15 male participants aged 13-14, who practiced race walking in the "Pirot" athletics club. The study included all participants who were healthy at the time of the test and voluntarily agreed to participate in the same.

Testing Procedure

The testing was carried out at the same time of day in the sports hall. The measurement organization was conducted so that each of the tests required two or more measurements and the best results were considered. The participants were barefoot with minimal clothing during the testing of anthropometric characteristics, and they were thoroughly acquainted with the tests they would be performing before the testing began. Also, measurements of paired body parts were performed on the left side of the participants' bodies. The following variables were used to assess the morphological characteristics of the lower limbs: leg length, diameter of the knee joint, thigh circumference, calf circumference and thickness of the skinfold on the calf

To assess the length of participants' legs, a Martin's anthropometer GMP 101 with an accuracy of 0.1 cm was used. The reliability and validity of this instrument had been previously reported by McKenna, Straker, & Smith (2013). Additionally, the diameters of the knee joints and the thickness of the skinfold on the calf were measured using skinfold calipers made by John Bull British Indicators, with an accuracy of 0.2 mm. Reliability and validity of the instrument were reported by Mortenson & Steinbok, (2006). Finally, calf and thigh circumferences were measured with a measuring tape. Reliability and validity of the measuring tape was previously reported by Neelly, Wallmann, & Backus, (2013).

The criterion variable of this study was the 400 m race walking performance. The assessment of race walking was carried out in the schoolyard (circular track of 200m) after warming up the participants. The results were collected by a handheld stopwatch. Reliability and validity of the instrument was previously reported by Hetzler, Stickley, Lundquist, & Kimura, (2008). The test could be performed by a maximum of 5 participants at the same time. The participants were instructed to walk two laps from a standing start position behind the starting line upon the cue from the measurer. Additionally, it was required for the participants to walk at their maximum speed. The measurer recorded the time of the race walking after the completion of two laps.

Data analysis

The data were processed in the statistical package Statistica 10. The data were presented by descriptive statistics. The normality of data distribution was determined using skewness and kurtosis. Skewness refers to the symmetry of the distribution of values around the arithmetic mean (Ma & Genton, 2004). If the distribution is normal, the value of skewness is 0 (zero). Furthermore, kurtosis refers to the elongation or flatness of the distribution, and the value of this test revolves around 2.75. If the result of Kurtosis is significantly greater than 2.75 (leptokurtic distribution), it means that the results are highly concentrated. On the other hand, if the result is significantly less than 2.75 (platykurtic distribution), it means that the results are highly dispersed (Cain, Zhang, & Yuan, 2017). Therefore, Pearson's correlation analysis was used to determine the relationship between predictor and criterion variables of this study. The correlation coefficient was presented as follows (Hopkins, Marshall, Batterham, & Hanin, 2009): trivial ($0 < r < 0.1$), small ($0.1 < r < 0.3$), moderate ($0.3 < r < 0.5$), large ($0.5 < r < 0.7$), very large ($0.7 < r < 0.9$) and almost perfect ($0.9 < r < 1$). Finally, linear regression analysis was used to determine the influence of lower limb morphology on the results in race walking.

Result

Table 1 contains information about descriptive statistics: mean, minimum (Min), maximum (Max) range, standard deviation, skewness and kurtosis.

Table 1. Basic statistical parameters

Variables	Mean	SD	Min	Max	Range	Skewness	Kurtosis
LL	99.65	5.34	93.50	116.50	23.00	2.41	7.44
DKJ	7.88	0.89	6.34	9.56	3.22	0.39	-0.39
TC	43.67	3.78	38.50	53.30	14.80	1.20	1.79
CC	33.97	2.38	31.20	40.30	9.10	1.28	2.34
TSC	13.22	1.76	10.14	16.52	6.38	0.02	-0.60
RW400	158.80	22.57	116.00	184.00	68.00	-1.16	0.22

Legend: SD - standard deviation; LL – leg length; DKJ - diameter of the knee joint; TC - thigh circumference; CC - calf circumference; TSC - thickness of the skinfold on the calf; RW400 – race walking at 400 meters.

By analyzing Table 1, which presents the central and dispersion parameters of the applied tests assessing the morphological parameters of the lower limbs (predictor variables) and the criterion variable (400m race walking), it is noticeable that the results of all variables demonstrate effective discriminative capability. This is evident as they consistently fall within a range of approximately 3 to 5 standard deviations (SD). Additionally, it can be observed that the data distributions in the areas around the mean are quite symmetric, as the skewness results mainly fall within the range between -1 and 1. the distribution is more skewed to the left side only in the case of the variable leg length. However, kurtosis indicates that the distribution for the same variable is highly concentrated, and slightly more concentrated for the variable calf circumference, while it is normal (mesokurtic) for the other variables. This is not surprising because the study includes a group of school-aged children, and some of them are more actively involved in race walking, while others are less involved.

Table 2 shows the relationship between the predictor and criterion variables (each with each) in the Pearson's correlation analysis matrix of intercorrelations and cross-correlations.

Table 2. Pearson's correlation analysis

Variables	LL	DKJ	TC	LLC	TLLSF	RW400
LL	1.00					
DKJ	-0.06	1.00				
TC	0.48	0.28	1.00			
CC	0.63*	0.36	0.86*	1.00		
TSC	-0.01	0.53*	0.30	0.42	1.00	
RW400	-0.28	-0.07	-0.02	0.04	0.56*	1.00

Legend: * - statistically significant correlation ($p<0.05$); LL – leg length; DKJ - diameter of the knee joint; TC - thigh circumference; CC - calf circumference; TSC - thickness of the skinfold on the calf; RW400 – race walking at 400 meters.

Table 2 presents the intercorrelations of all applied variables. The analysis reveals that only 4 coefficients are statistically significant, with 3 within the morphological domain and one related to the criterion variable. The statistically most significant correlation coefficient is between the measurements for assessing calf and thigh circumference (0.86), followed by the leg length and calf circumference (0.63), the results in 400m race walking and the thickness of the skinfold on the calf (0.56), and finally, the thickness of the skinfold on the calf and the diameter of the knee joint (0.53).

In order to determine the influence of the predictor variables (anthropometric parameters) on the criterion (sports walking for 400m), a linear regression analysis was applied. Table 3 presents the results of the linear regression analysis.

Table 3. Linear regression analysis

Variables	R	Part-R	b	Std.Err. – of b	t(9)	p-value
LL	-0.28	-0.43	-1.91	1.32	-1.44	0.18
DKJ	-0.07	-0.60	-14.86	6.55	-2.27	0.05
TC	-0.02	-0.15	-1.18	2.58	-0.46	0.66
CC	0.04	0.22	3.71	5.35	0.69	0.50
TSC	0.56	0.68	9.72	3.46	2.81	0.02
R= 0.78		R2= 0.61	F(5,9)=2.86		p< 0.08	

Analysing Table 3, which presents the regression influences of lower limb morphology on the results in 400-meter race walking, it can be observed that there is no statistically significant influence at the multivariate level ($p<0.08$), despite the relatively high coefficient of multiple correlation ($R=0.78$). Additionally, the shared variability between the system for assessing lower limb morphology and success in 400-meter race walking is approximately 61% ($R=0.78$). This outcome is probably a result of the small number of participants and their varying levels of training. Nevertheless, an examination of individual regression coefficients reveals a statistically significant influence of two specific variables. Those are the thickness of the skinfold on the calf ($p=0.02$) and the diameter of the knee joint ($p=0.05$). A positive sign of the t-value in the case of the thickness of the skinfold on the calf indicates that the result in this variable and the 400m race walking concurrently increase and decrease. This suggests that participants with a lower skinfold thickness on the calf will complete the 400-meter distance more quickly. The negative sign of the t-value in the case of the knee joint diameter indicates that participants with a larger knee joint diameter will have better results in 400-meter race walking. More precisely, they will complete this distance in a shorter period of time.

Discussion

The aim of this study was to determine the influence of lower limbs morphology on the result in race walking. Based on an observation of the modality as a whole, this study found no statistically significant influence of lower limbs morphology on the result in race walking. Nevertheless, by considering particular variables, it can be claimed that the diameter of the knee joint and the thickness of the skinfold on the calf have been shown to have a statistically significant influence on the result in 400 m race walking.

The knee joint diameter emerged as a significant contributor to race walking performance. Better outcomes were linked to a larger knee joint diameter, which may indicate a biomechanical benefit. A larger knee joint diameter may provide an athlete with a wider range of motion, which could improve their force production and ability to maintain effective strides throughout the race. Also, the athletes with thinner lower leg skinfolds exhibited discernible variations in their race walking results. It is possible that reduced mass can be transferred with every phase because thinner skin folds are linked to lower subcutaneous fat levels. This finding emphasizes the relevance of body composition in race walking, with potential implications for energy expenditure and efficiency.

Similar results were achieved by Raković (2004) since he did not find a statistically significant influence of morphological characteristics on the performance in 1000m race walking, both in the initial and final measurements. Additionally, these results can be partly linked to the study by Ruhling and Hopkins (1990), who found that race walkers tend to have a relatively small body build and possess less than 10% body fat. Thinner lower leg skinfolds can be associated with a lower percentage of body fat, resulting in improved athletic performance among race walkers. Furthermore, Erdmann (2007) concluded that race walkers with excessively long lower limbs may not achieve favorable results in race walking, emphasizing the importance of an optimal leg length for performance. This is supported by Espinoza-Navarro et al. (2019), who found that ectomorphic components and morphological characteristics can influence the success of athletic performance in race walkers. In our study, the model of the lower limbs morphology did not have a statistically significant influence on sports performance. This can be explained by the small and non-selective sample of participants in our study, compared to a larger and more selectively chosen one.

The main limitation of this study is the insufficient number of participants. Additionally, the participants in this study were involved in recreational-level race walking training program. It is believed that the results of this study would be more

accurate with a higher number of participants engaged in professional-level race walking training program. Therefore, the results of this study cannot be generalized and applied to all race walkers.

Conclusion

Based on the results of this study, it can be said that there was a statistically significant influence of the diameter of the knee joint and the thickness of the skinfold on the calf on the result in race walking. The capacity of an athlete to succeed in this particular athletic discipline can be influenced by having an adequate knowledge of the morphology of the lower limbs. Unraveling the complexities of lower limb morphology in the context of race walking holds the potential to inform training practices, enhance coaching strategies, and optimize athletic outcomes in this unique discipline.

Conflict of interests

The authors declare no conflict of interest.

Author Contributions

Conceptualization: D. S., Investigation: S. M., Theoretical framework: D. S., Data curation: S. M., Resources: S. Đ., S. M., Writing – original draft: D. S., S. M., Writing – review & editing: S. Đ., All authors have read and agreed to the published version of the manuscript.

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INFORMATION MANAGEMENT AND CREATION OF A SPORTS STAR'S IMAGE ON SOCIAL NETWORKS¹

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Abstract: This paper thematizes the phenomenon of sports stars and the creation of a good reputation from the point of view of network theory, which deals with channels of information and building relationships with target audiences. The focus is on the postmodern understanding of PR, which focuses on "hyperreality" that is created through a proactive relationship with the media, where balanced communication imposes persuasive images that favor the creation of a good sports image, but also a great socially responsible personality. The potential of the new communication model lies in the multimedia, multifunctionality and multi-significance of observing the interests that covertly govern society. The authors emphasize the power of social networks that effectively simulate a close relationship of trust between a sports star (individual) and fans (group), whose primary goal is to achieve, maintain and strengthen the popularity of the athlete. Incorporating the public sphere as an analytical perspective leads to the goal of connecting different publics that mix with competing discourses while keeping attention on the images created by the PR team. What distinguishes parasocial relationships from real ones is that the individual thinks he controls the imaginary communication relationship, while in social relationships the relationship depends on other participants as well. The socio-cultural model of representation is an important element because, thanks to social networks and traditional media channels, it mediates and produces meanings that shape the identity of a sports star, presenting it to diverse publics as an activist responsible for its community and wider environment.

Keywords: sports stars, fans, PR - communication management, social networks, Novak Djokovic, network theory, image

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Introduction

With the emergence of nation states in Europe during the 18th and 19th centuries, sport developed as an important means of strengthening the national spirit, but also as an element of spreading social identities and influence. It is the age of chivalry and equestrian competitions, so it is no coincidence that the first magazine themed for sporting events: "American Turf Register and Sporting Magazine" in 1829 had horse racing in the center of interest (Garrison, Sabljak, 1993). Press-media and sports start a race for the attention of users, so we can talk about a symbiotic action that over time raises so-cial awareness of the meaning of sports. With the appearance of the first modern Olympic Games in 1896 in Athens, it openly took on a strong propaganda dimension, as it was the first major competition in which participants from a large part of the world represented the countries from which they came, and some of the participants by publishing large photographs and glorified texts received enormous social attention in the press of the time. Historians of sports journalism claim that the effect of The Boston Herald's reporting was such that thousands of people were waiting for the train with the athletes they were carrying on their shoulders after they got off the train (The Boston Herald, 8. May 1986).

We can state that sport with its stars was affirmed through the current press at the time, but also that only after the appearance of the telephone, which accelerated the pace of information (1867), and the radio, which enabled the first direct transmissions, overcoming spatial boundaries and time limitations, and that sports topics became subject of interest in the agenda of media content (Garrison, Sabljak). During the second and third decades of the last century, the public became more and more interested in sports, but it was also noticed how it was used more and more often to popularize the political systems of countries and ideologies. Historians perceive this as the "golden age of sports" because great sports results create a cult of sports stars and their coaches, and colorful texts through cartoons, photos, interviews and reports from their lives encourage young people to follow their paths.¹ With the appearance of the television image, we can already talk about mass reception among the growing audience, but even in the first days of development, we witness frequent abuses and manipulations. The Olympic Games held in Berlin in

¹ After the end of the Second World War, the identity matrix changes: instead of heroes and warriors, sports champions come to the fore and receive the "status of national heroes". The program scheme of the press is being reconfigured, so instead of the 1.7% occupied by sports at the end of the 19th century in 1927, that percentage is almost a fifth of the content (20%). See more in: Pedersen, P.M., Miloch, K.S., & Laucella, P.C. (2007). Strategic sport communication. Champaign, IL: Human Kinetics.

1936 represented a moment of stagnation. Thanks to the propaganda of the Hitler regime, people on the streets of Berlin had the opportunity to watch the superiority of their athletes on twenty-eight screens arranged in places of larger gatherings, but also a great defeat in athletic competitions.² It was the first time that sports events were transmitted through TV images, so historians have registered that as many as 150,000 people watched the TV screens every day, which was a very high number for that time, and since the broadcast was also downloaded in other countries, we can herewith also speak about the internationalization of sports. With the increasing recognition of the Olympic competitions, but also with the spread of television as a medium, other sports are also gaining great popularity, because live broadcasts of sports events encouraged the publicity of teams and players. With the strengthening of the clubs, the organization of fan support also began, together with the increase of free time and the audience, which was growing every year, so the interest of fans in contact with their stars began to grow. With the competition of media channels, sport opens new pages because the creation of a cult of personality generates new norms of reporting in which the focus is on personality, character and identity, with an emphasis on state support.

Socio-cultural model of representation

Different models of sports reporting were created in different ideological, religious and cultural contexts, where the emergence of the cult of stars depended on the practice of opinion that emphasized the importance of sports for the affirmation of the entire community. With the passage of time, the sociological dimensions of sport became wider, uniting a mass audience of scattered and different national, religious, ideological, cultural, moral and other orientations. Sport has gained the power of unifying the public of great symbolic importance for the areas of communication: "Sport in many cases directs and fills the collective memory of communities and is a source of collective identification and expression of unity for those who follow teams and individuals" (Boyle, Haynes, 2009: 1). Each information channel created its own audience, but all of them were united by sport, especially the fascination with the lives of famous people (Perić, Krasulja, Radojević, 2011). Tradi-

² According to Führer's idea, the triumph of German athletes was supposed to prove to the domestic audience, but also to the whole world, the supremacy of the Germanic race, which would be the first time in history that sport would directly reflect on political reality. The politicization of sports was aimed at promoting the image of the state and the leader, while the media was supposed to serve as a channel of propaganda.

tional media were one-dimensionally oriented towards the image created by professional communicators. However, with the development of digital technology and the emergence of social networks, the nature of the relationship between fans and stars/celebrities has changed dramatically. It is now possible for fans to communicate with their idols and publicly express their feelings and suggestions (van Dijck, Poell, 2013). Furthermore, the quantitative metric of media treatment has now become a basic indicator of popularity. Social networks have become a measure of influence, which can be determined by the number of followers an athlete has, and it does not have to be only fans (Dašić, Ratković, Pavlović, 2021). Algorithmic data analyzes are becoming pillars of reputation building for celebrities, who by hiring creative communication teams pour their own information into the public space. Further, this paper, through the case study of Novak Djoković and his communication with public opinion through social networks during the Masters tournament in Paris, will show how the famous tennis player reports on his own activities, trying to offer an optimal image with optimal personalization and current data that will not cost the rest of the media and all potential users anything? The currency used to pay for the time set aside for such messages is called attention, and it is in planetary deficit in the baggage of free time.

We are witnessing the unstoppable commercialization of everything that the media industry can use. Advertising and media activity, public relations, branding processes represent influential factors on a broader psychological level together with their long-term effects. Therefore, in the process of creating information, it is important to know what the strategic public wants, which means that the data should be brought to the people who need it and who will further forward it online. Today, big sports stars manage communication flows, not wanting their image to be built by others, who may not have sincere intentions. The method, moment and content of information are determined by proactive action by themselves (with their PR team), knowing their importance in creating attitudes, as well as overall knowledge without which there can be no good reputation. That is why numerous changes in these areas are very interesting for analysis (Perić, Krasulja, Radojević, 2011), so further in this paper we move on to the analysis of social aspects of communication between sports stars and fans, especially through social networks. Communication management as a paradigm of relations with the public develops the ability to facilitate and accelerate the flow of desired information, developing and building relationships even where they do not exist or do not exist. Since this type of parasocial commu-

nication is rapidly evolving and changing, the authors believe that the paper will be useful for further research involving network theory modeling.³

Sport stars

The fascination with stars and celebrities applies to all areas of human life, but athletes have always been the object of admiration and adoration because they allowed people to momentarily forget their problems and frustrations and experience the joy of victory together with them. Thanks to the popularization of the media and the ubiquity of athletes in content agendas, fans have the impression that they know them well because they have social interaction, although this is not enough for some. The essence of socialization is learning, which begins in the family as the primary form of social organization, and continues in the microsocial environment by belonging to various primary social groups (e.g. peers, relatives, neighbors), and then spreads through the action of various secondary social groups (fans, fan clubs).

The case study focuses on Novak Djokovic, undoubtedly the most beloved athlete in the Republic of Serbia, but also in many circles around the world. Almost every day in the world media you can read at least one story about the best tennis player of all time, so his fans have the opportunity to learn a lot - not only about his sports career, but also about his private life.⁴ In this way, they have the impression that they know him and perceive him as a close friend, who share and experience moments of glory, but also of sadness. Novak Djokovic is known for publishing posts in Serbian and English on his *Facebook* page, and according to the countries from which his followers come, we can say that he is an international star not only of tennis, but also of sports in general (Perić, Jevtović, 2023). Our tennis player perfectly observes the openness of social networks and their role in the positioning of information networks and channels, observing the press and other mass media as parts of the global network space.⁵ The start of Roland Garros 2024 and the optimism he shares at the same time with the army of fans, which sublimely indicates how important and precious they are to him on the way back in a season that is not his brightest.

³ By model (lat. modulus - pattern, measure) we mean the mental reproduction of a phenomenon or opinion (process) that forms an abstract representation of reality in order to emphasize the relevant aspects that make a certain problem factually based.

⁴ The term *fan* is derived from the Latin word *fanaticus* which means „one who belongs to the temple”.

⁵ The three functional elements of the network are: input, processing and output information. See more in: R.L. Heath: *Network Theory*, in: R.H. Heath (ed), *Enciklopedia of Public Relations*, Sage Pub., Thousand Oaks, 2005: 565.

Figure 1.



Source: X (Novak Djoković), 26.06.2024 „Oui meet again“

To understand this paper, it is necessary to emphasize the difference between the concepts of *sports fans* and *sports spectators*. Fans actively follow their club or idol, while sports spectators physically attend sports events, i.e. watch them on television, portals or listen to them on the radio. In the age of mass media, sports stars serve as role models for fans who engage with them in simulated social relationships. The openness of social networks is an important advantage compared to traditional media because it allows for the exchange of energy and emotions between players and the environment. American researcher Caughey talks about fans who model their lives after their idols. According to him, a synonym for parasocial interaction is an imaginary social relationship, and he believes that "the basis of most relationships with fans is not aesthetic appreciation, but a social relationship. Fans form connections with famous media figures that are analogous to, and in many ways directly parallel to, actual social relationships..." (according to Stever, 2009). Fans cultivate and maintain a psychological connection with the idol, while spectators only follow the sporting event.

Novak Djoković is tempered in communication, because by appearing too often, he would lose the persuasive power of his messages. During this tournament, he appeared only three times (he ended the competition earlier than expected due to an injury), but always with a strong symbolic influence. Knowing that the core of information is the propagandistic power of the message, he appears when he needs to reduce the uncertainty surrounding his performance, in order to reassure fans and convey that he needs their support. The communication frame is a combination of visual and textual content, so the image in front of the photo of him holding the winner's cup sublimely reveals the expectations at the competition (Figure 1). The technology of *teasers* in the press and on portals further takes over the distribution of titles, giving them yellowness, conspicuousness, thus becoming clickbait that ensure profitability and a wider audience. In the center of interest are fans whose physiological systems react to the stress caused by the possibility of Novak not playing. Reactions are expected and caused by the media, so we see this in other sports as well. American researcher Lisa Lewis points out that "fans wear the colors of their favorite teams, know every detail about the life and work of a sports star, stand in line for hours to buy tickets for a game, etc. The fans are, in fact, the most visible and recognizable audience" (Lewis, 1993: 1). Worship is based on the user's personality, identity, interest, inner motivation, primary and secondary social groups in the environment, and various preferences. Different aggregators, internet portals and traditional media fight every day for the attention of users, because likes and ratings simply mean money in practice. The Internet is a limitless field in which sports newsrooms fight for audiences, while at the same time a digitally grown audience motivated by interaction, information and the feeling of being right next to their favorite athletes chooses social networks. On the other hand, the advantage of social media for image enhancement has been realized by many athletes who hire professional managers and PR agents to manage their profiles on social networks and websites.

Network communication and interactions of stars with fans

There are many definitions of social networks, but a general one that would unite many is that they are web services that allow individuals to build their profiles and connect with other users, building specific virtual communities that bring together individuals with similar interests. We turn to social networks for relevant information, to communicate with friends and families, and we as a society practically live a virtual life on social networks in addition to our real lives (Vranešević, Perić, Marušić, 2019). What makes them unique is the ability they provide users to make

their contacts visible, which can lead to connections with individuals that would never happen in real life (Boyd, Ellison, 2007). In Europe today, there are around 8.9 connected devices per inhabitant (Cisco, 2021), which means that there are many different access points to content. "With multimedia content now readily available, the audience market is becoming more complex, and consumers are demanding a more relevant online advertising experience in exchange for their attention." Value exchange must enhance the user experience (Scott, 2021).

Online communication is popular because it involves the involvement of a large number of participants who, by communicating with their star, build specific relationships that no traditional media has offered them before. When Novak Djoković uses his free time to walk in the Bolognese forest and play bocce with local Parisian pensioners, he applies two-way and multi-way symmetrical communication with the audience, the ultimate goal of which is good publicity.⁶ There is a big race for free space in the media today in the global community. Novak's sports results are only one part of the prestige. The invisible one is hidden in marketing and the commercial battle for sponsors whose yardstick is not the field, but the number of likes, clicks, shares, ratings... Sports applications for mobile phones and social networks are new means of finding support, creating fan clubs and related sports communities. There are no more borders between the state and the market, so a proactive strategic approach to data sharing gives Novak a competitive advantage in the sports environment.

Athletes, as celebrities, take advantage of their popularity by building on it additional effects on an even wider public. Given the global reach of social networks, the popularity of sports stars reaches a

potential theoretical maximum (Dašić, Ratković, Pavlović, 2021). Social networks allow users to cre-

Figure 2.



Source: Instagram. June 2, 2024
video attachment.

⁶ Phineas T. Barnum is the creator of the catchphrase that there is no such thing as bad publicity. He stated that he "doesn't care if the papers attack him as long as they spell his name correctly." See more in: J.E. Grunig; T. Hunt: *Mananig of Public Relations*, Thomson-Waswortgh, Belmont, 1984: 28.

ate self-promotional profiles, upload content (photos, audio, video clips, visuals, etc.), write and connect with other users. Contacts or friends form the basic function of sites and social networks because they create a solid community of like-minded people. They become useful for many quick activities and promotions in offline life, such as providing social and empathic support, and increasingly as a source of information with other people. Profiles are not static, but the focus is on social interaction that changes and evolves to reflect the different dynamics within the social network and community (Tufekci, 2008). In addition to direct communication with their fans, and in order to present themselves, athletes can also use so-called selfies on social networks. We can say that this type of self-promotion arose in the environment of social networks, and that it does not exist in traditional media. Through social media, fans have the potential not only to reach out to their idols, but also to get a response, so the relationship between famous athletes and their fans is more intimate than ever before in the history of media and mass communication. Social networks have proven to be an ideal channel for creating a favorable public image of athletes and building cooperative relationships with fans, customers and other stakeholders, such as sponsors and others (Abeza, O'Reilly, Séguin, Nzindukiyimana, 2017; Hull, 2014). In addition to positive effects, social media has the potential to negatively affect the development and success of a career in sports, so understanding the importance of proper management and use of social media is one of the key factors in the personal branding of athletes (Dašić, Ratković, Pavlović, 2021).

Social networks have accelerated and changed the dynamics of parasocial relationships because communication implies interactivity. Of course, it is unlikely that the most famous stars personally publish all the posts on their profiles, but for fans it is not so important (Perić, Jevtović, 2023). Therefore, there is always a doubt whether behind that profile and its posts and communication is a star or a celebrity or his PR team, but the experience of the media is precisely in the honesty of the interaction.⁷ The psychological aspect of expressing one's feelings in public should also not be neglected because it is a kind of self-actualization process. "Fans are part of informal groups, because in addition to the general human need for belonging, they interact with the crowd around an agreed framework of interests, because the factors that contribute to inclusion in informal groups differ from the psychological factors of expressing affection. There is also a similarity in attitudes, values and certain personality traits" (Pot, 1999: 66).

⁷ Although it is clear to most of the audience, the prestige of getting a direct answer from the idol is important to the fans.

The great advantage of self-promotion on social networks is in the act of disclosing important data, which eliminates the possibility of manipulating the content of messages. "I am really sad to announce that I have to retire from Roland Garros." I played my heart out and gave it my all in yesterday's match and unfortunately, due to a torn medial meniscus in my right knee my team and I had to make a difficult decision after careful consideration and consultation. We wish the best of luck to the players competing this week and I sincerely thank the amazing fans for all the love and support. I'll see you soon. With love and gratitude". Incorporating the public sphere as an analytical perspective leads to the goal of connecting different publics that mix with competing discourses while keeping attention on the images created by the PR team. In PR theory, it is a model of public information founded by Ivy Ledbetter Lee, a New York journalist who in the twenties of the last century, representing the interests of the civil union, established a new view of public communication: let the public be informed.⁸ Advising the Rockefeller family in difficult times of public accusations due to the consequences of a mining riot in which several miners, two women and eleven children were killed, he asked them to tell the complete truth "because sooner or later the public will find out about it" (according to: Tomić, 2013)⁹.

In one of the most important moments in his sports career, Novak trusts social networks, just as if he knew how Edward Bernays wrote in *The Crystallization of Public Opinion* that in crisis communication, timely information is used for public inter-

Figure 3.



Source: Instagram June 4, 2024

⁸ Lee sent a statement to the media, stressing that he would personally provide them with all the necessary information at the scene, because he understands "the general public's interest in working conditions in the mines." With the announcement, he also submitted a copy of his Declaration of Principles, which could still serve as a description of the model of public information today (according to: Tomić, Zoran; Teorije i modeli odnosa s javnošću).

⁹ "For Lee, good media relations, which are critical to good public relations, are achieved not by bribing reporters with passes, but by providing them with the information they need to write their stories and do their jobs." Also, it is of fundamental importance that the organization tells its side of the story." (Tomić, Zoran; Teorije i modeli odnosa s javnošću, 2013: 154).

pretations of the client, as much as it helps the client to preserve his reputation in the public (Bernays, 1923). It is a modern media conference, but skillfully directed to a wider world public that can consider and accept the message, with understanding and support for the champion. The sports leader directs the information, starting from the position that social networks are the favorite means of communication among young people, but also very useful in later taking over from traditional communication channels. Djoković's team makes excellent use of new technology and digital tools, preventing possible manipulations and speculations due to his withdrawal from the tournament where he was one of the favorites. The way they deal with social networks through the analysis of these three announcements showed that they combine different information management strategies, but always with the aim of preserving and strengthening the reputation of the world number one, not only as an athlete, but also as a socially responsible and active member of the community.

Conclusion

Sports stars and celebrities usually have a PR team or at least one person in charge of social media profiles, but some of them occasionally communicate directly with their fan base to motivate them or develop parasocial relationships to stimulate interactivity and commitment. Through current examples of Novak Djokovic's online communication, we have seen how *Facebook*, *Instagram* and other networks can be an effective channel of communication important for the athlete's image. Proactive sending of photos and information initiates quality relations with the audience, but also with other members of the public, who create an image of an active and responsible social personality. Unlike traditional media (television, radio and print), social networks allow followers to get in touch with their favorite athletes, which is a completely new type of interaction. The potential of the new communication model lies in the multimedia, multifunctionality and multi-significance of observing the interests that covertly govern society. On the other hand, for sports stars, networks serve as digital platforms for personal promotion and spreading popularity.

Through research, we have shown how by developing a plural (multidirectional) model of communication, social networks speed up and open the interaction between the army of fans and competitors, because they brought sports idols so close to fans that they created the impression that their achievements and victories are a joint success and that their lives are closely connected. Our online and offline contacts are increasingly intertwined, the amount of data is growing, while metrics that ana-

lyze time spent with media prioritize digital marketing over results. Investigating the communication models applied at this year's Roland Garros, through case study analysis we proved the changes in the field of strategic communication of sports stars. It is even more significant when it is known that digital media in combination with the technological powers of interactive TV shows and social networks during live broadcasts simulate the feeling of involvement in communication (face-to-face) with the audience, and not in passive observation of the screen. Also, a similar thing happens when a star posts or encourages comments from fans who identify emotionally with photos, sharing moments of joy and sadness (victory and defeat), giving them suggestions and advice or criticizing them with the desire that their idols be the best. Thus, the audience feels that they are involved in open communication that meets their social and emotional needs. What distinguishes parasocial relationships from real ones is that the individual thinks he controls the imaginary communication relationship, while in social relationships the relationship depends on other participants. The problem is that with antisocial and withdrawn individuals, parasocial interaction can sometimes be an illusion of a substitute for real social relationships. In parallel with the increasingly pronounced need of modern man to immerse himself in the media reality and expose himself to a multitude of media contents, the process of accumulation of stories and narrativization of life is taking place, which contribute to the "fictionalization of reality." If media content (sections of life) are not subjected to examination and reflection, these fictional and semi-fictional stories, ie media myths, become a surrogate for reality and a special form of directing/manipulating public opinion. Compared to the results of a similar research from only two years ago, we confirmed the conclusion that "observing individuals as part of the audience, we also notice that with social networks there are deep psychological changes in the area of parasocial relationships, which is best seen in the speed, openness and interactivity of communication." (Perić, Jevtović, 2023: 258).

Author Contributions

The authors declare no conflict of interest.

Conceptualization: A.J. and N.P.; Resources, A.J. and N.P.; Methodology, A.J. and N.P.; Investigation, A.J. and N.P.; Data curation, A.J.; Formal Analysis, A.J. and N.P.; Writing – original draft, A.J. and N.P.; Writing – review & editing, A.J. and N.P. *All authors have read and agreed to the published version of the manuscript.*

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XBOX ECONOMICS

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Abstract: This paper is a case study research of connection between gaming time and exam results. There has been much talk recently about negative influence of time spend using electronic devices on the emotional and intellectual development of children. The negative effects are becoming more and more obvious in today's society but there are also numerable positive effects in moderate using of digital technology that are especially valuable in modern businesses. The aim of this paper is to show that there is such a thing as desirable time of playing video games that doesn't necessarily cause negative effects on academic performance of student. The main finding of this research is that it is possible to manage both learning time and gaming time in a way that enables optimal allocation of students most valuable resource, their free time.

Keywords: gaming industry, marginal analysis, video games

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Introduction

A student, who politely excused himself before an exam for a possible bad grade, should be given the credit for this paper. The reason he stated for a possible bad performance at the exam was nine hours of XBOX video games which he played the day before the exam. As a professor and a pedagogue, the author had warned the student about the possible consequences, and since it is our duty as teachers to point out and thoroughly explain all pros and cons, this student was given the explanation about the economics reason, i.e. the video games marginal revenues compared to the marginal costs of the finishing exam and studies. The student was surprised how economics gives a clear and effective explanation of playing video games. In order to reveal how the playing of video games affects the students' grades, as well as to discover the optimum level of video games playing, the cornerstone of the economics theory – marginal analysis will be presented. It will be shown how the marginal costs and the marginal revenues can be used to explain the theory that an optimum level of video games playing time during the exam period does exist.

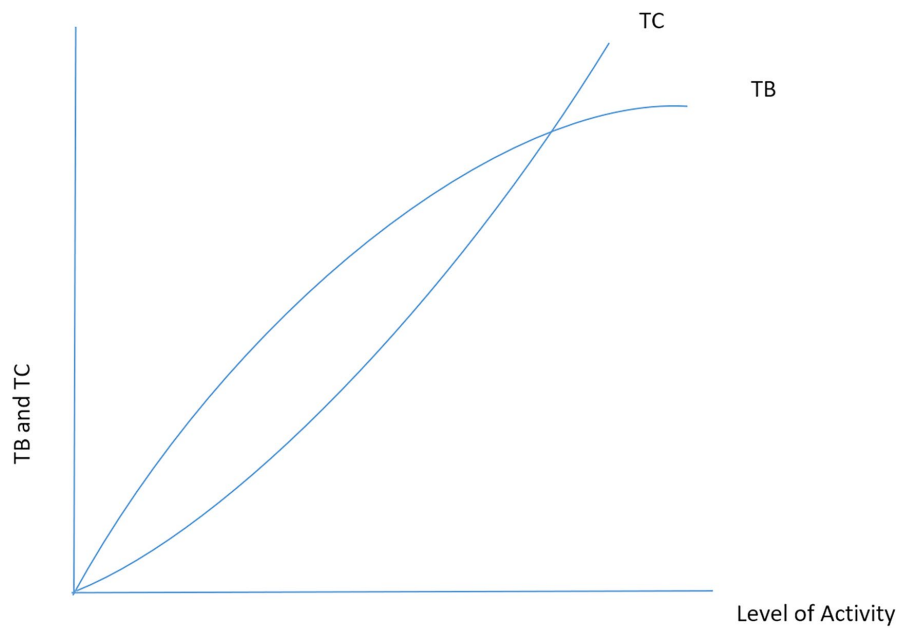
Theoretical background

Economics is a science of decision making and marginal analysis is the cornerstone of optimal decision making whether it is implemented in business or consumer theory. The goal of the decision maker involves an attempt to maximize or minimize an objective function. Objective function in this sense could mean either profit or costs for a firm or consumption of goods for consumer. For our student in this paper the goal is to optimize the allocation of time spend for playing video games and for studying. The value of objective function on the other hand is dependent from the level of one or more activities or choice variables. For example, units of production, time available for learning etc. Choice variables can be discrete, taking only specified integer values or continuous, taking any value between two points. Also, optimization problem can be constrained or unconstrained depending upon whether there is constricted or unconstrained set of choice variables or levels of activity. (Thomas and Maurice, 2013)

Any decision that we make generate certain benefits and costs. General rule for decision making is to gain maximum possible net benefit which is the difference between total benefit (TB) and total cost (TC) from any action we take. Net benefit is thus the objective function we wish to maximize. If we can choose from any level of

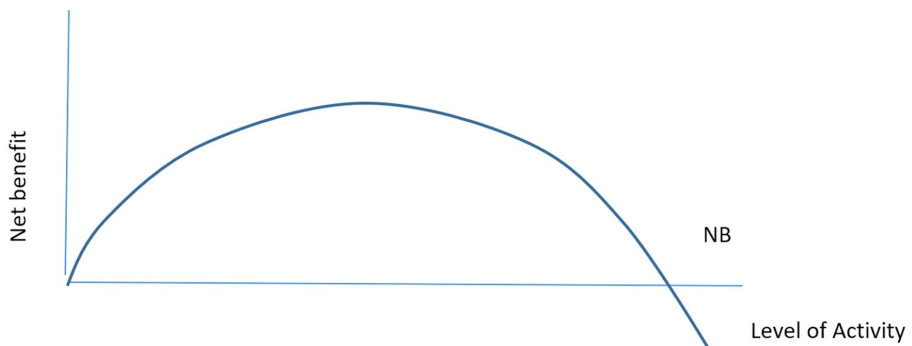
activity we are talking about unconstrained maximization. The optimal level of activity in an unconstrained maximization is shown in figure 1.

Figure 1: The Optimal level of Activity



Source: Thomas and Maurice, 2013

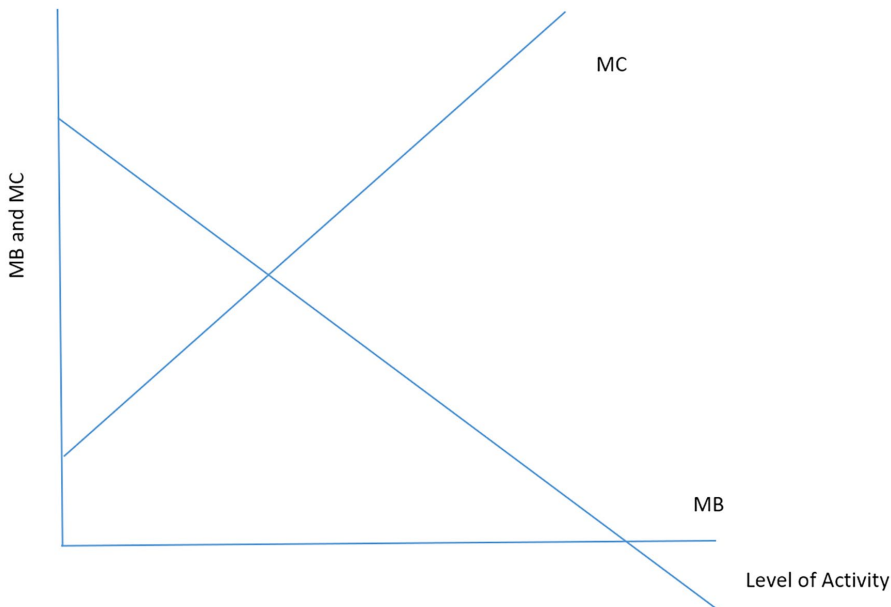
Figure 2: Net benefit curve



Source: Thomas and Maurice, 2013

Key components of marginal analysis are marginal benefit (MB) and marginal cost (MC). Marginal benefit is the change in total benefit divided by an incremental change in total activity, while marginal cost shows the ratio between change in total cost and change in total benefit (figure 2).

Figure 3: Marginal benefit and marginal cost curves



Source: Thomas and Maurice, 2013

As shown above the optimal decision depends on marginal cost and marginal benefits. In an unconstrained maximization problem the optimal level of activity is the last level where marginal benefits exceed marginal costs. Thus, other forms of costs, such as sunk costs, fixed and average costs are irrelevant for decision making and should not be taken into consideration when making a decision. (Thomas and Maurice, 2013)

How does marginal analysis change when facing constrained optimization problem? In that case the key concept is marginal benefit per dollar spent on an activity. The general rule to follow is to choose the level of activity that results in all activities having marginal benefit per dollar spent equal. It is worth mentioning that there are

various other optimal decision making techniques, whose description is beyond the scope of this paper, such as (Salvatore, 2022):

- benchmarking analysis,
- total quality management (TQM),
- reengineering, learning organisation,
- broadbanding,
- direct business model,
- networking,
- performance management,
- power in pricing.

In the context of this paper it is important to highlight the importance of digital technology in modern business and management and also emphasize digital marketing as a key factor in modern marketing (Adžić, 2021b, 2021c, 2023). Gaming as part of digital world we live in has its place in modern business. Keith et al. (2021) established that there is a link between team performance and playing video games. Team work is crucial in high performance organisations and leads to productivity growth (Adžić, S., Lazić, J., & Cvijanović, J. M., 2005; Adžić, 2021a). In this paper we are going to analyse the impact of hours spent on gaming on student performance. We are going to use the Case study method which is the most appropriate for our analysis (Adžić, Milunović & Vujić, N., 2022).

Legal relations in the gaming industry

Legal relations in the gaming industry are clearly structured as Developers, the people in charge of software development, i.e. creating all video game elements (visuals, sound, creative ideas), are in the top position. The Developers lay the foundation of the video game. They are usually large companies that employ experts in different fields, where a particular person is responsible for a certain segment of the video game - engineering, visuals, design. Publishers are entities dealing with marketing and marketing of video games. In addition to the above, they research the market and consumer needs as well as provide funding for the entire project. They are the holders of the rights to the game. Nowadays it is common for Distributors to take care of downloading the video game in digital form. At the very bottom, there are entities

that deal with the finished product: traders, customers and end users. The product owes its existence to the Gamers who are its end users and consumers.

All entities engaged in game production must be appropriately registered by the competent authorities of each country. In most countries, the production of video games is one form of multimedia content and is clearly defined as an audiovisual activity as part of in providing on-demand audiovisual services.

Autonomous (mandatory legal relations) in the described structure have been clearly elaborated and standardized during the last decades. What has not yet been fully developed are the legislative obligations of entities participating in the entire process of creation, market placement and trade of video games, which would aim to protect the end users (gamers) themselves. There are several obligations that include categorizing each finished product by intended user age prior to publication. National laws prohibit the distribution, sale and rental of video games to minors if the game category is not appropriate for their age. It is also prohibited to publicly display and advertise games not suitable for minors.

In addition to the above, the legal framework in the field of e-sports is undergoing intensive development. First and foremost, e-sports is a serious business venture dominated by the publishers of video and computer games used as a competition platform (Brnabić, 2021). It is only a matter of time before e-sports is officially recognized as a sport. If we start by accepting e-sports as an actual sport, the rules of sports law would also be applied to e-sports entities as *lex specialis* (Frey & Pommer, 2018).

It is an undeniable fact that playing video games has both positive and negative effects on individuals. It is very easy to develop video game addiction, resulting in excessive or compulsive use of video games. The cause of this addiction can be traced to the connection of playing video games with the parts of the human brain responsible for the feelings of reward and pleasure (Ferguson, 2007).

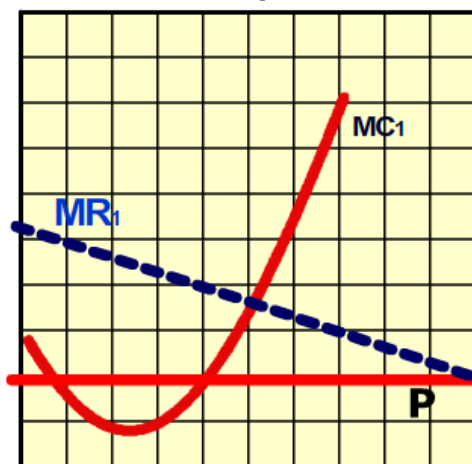
This paper has demonstrated and defined the optimal play time of video games which remains to be taken into account when standardizing any given segment of creating video games. It is the responsibility of the legislator, *de lege ferenda*, to consider this issue when creating norms. Contemporary gamers use video games not only for individual entertainment, but as an (online) environment in which they socialize. Such an environment shapes them as individuals and affects their development and behaviour in the outside world.

Marginal Economic Analysis of Playing Video Games

An example of a single curve of marginal revenue and a single curve of marginal cost' (Figure 4) shows that the curve of marginal revenue (MR_1) of playing video games is negative. At the beginning, playing video games is fun, but as the time passes it will become increasingly tiresome, even boring. Inevitably at one moment a gamer will stop playing the video games. The negative slope of the MR_1 curve also corresponds to the law of diminishing marginal utility (Case et al.). This theory states that when the price of video games playing (P) is higher than its marginal revenue, the cessation in playing video games will occur. When the sunk costs are excluded (e.g. the price of Xbox or PlayStation and the price of games themselves), the price of playing video games is very low and fixed - it includes the cost of electricity and perhaps of some snacks. That is the reason why someone can play video games nine and more hours. What our student did not bear in mind are marginal costs. Marginal costs MC_1 , according the law of diminishing marginal utility (Case et al.) have a positive slope. When marginal costs become equal to marginal revenues ($MC_1=MR_1$) a student should stop with video games playing and start with studying (we shall suppose five hours in this case), because, after that point, the student would need more energy and time (and sleepless nights) to prepare and pass the exam. Shifting the time frame and marginal values to the long run and including the opportunity costs of lower incomes as the result of lower GPA, would shift the MC_1 curve left, with a supposed value of maybe just two hours of video games playing in this case.

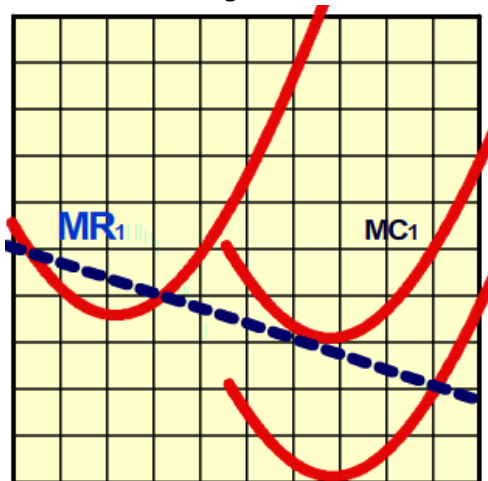
The curve of marginal cost has a distinctive shape, with first a positive and then a negative slope. Having that in mind, a question is raised would it be possible to obtain the optimal value of playing video games measured in hours. 'An example of a single curve of marginal revenue and multiple curves of marginal cost' (Figure 5) shows that specific point in the place where MR_1 is the tangent of the MC_1 curve. According to the economics theory,

Figure 4: An example of a single curve of marginal revenue and a single curve of marginal cost



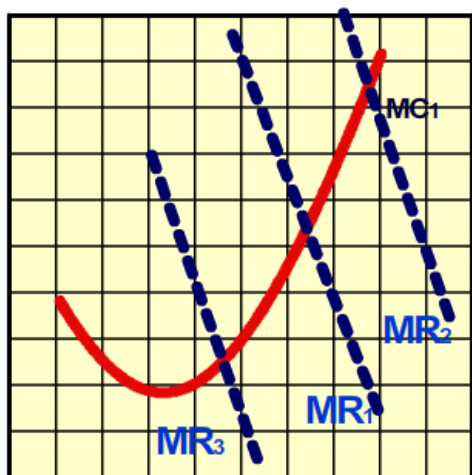
Source: Authors own work

Figure 5: An example of a single curve of marginal revenue and a single curve of marginal cost



Source: Authors own work

Figure 6: An example of a single curve of marginal revenue and a single curve of marginal cost



Source: Authors own work

the point where MR_1 equals MC_1 represents the point of economics optimum.

Finally, we would like to include one more variable – optimal level of success during studies. Without profound contemplation, one could conclude that the highest possible GPA is the optimum one. Unfortunately, this is not quite true. The highest GPA is the best one, but to achieve such a high score is not easy for many. An example of multiple curves of marginal revenues and a single curve of marginal cost' (Figure 6) can be of help in explaining this. In order to achieve the best GPA, one should invest many hours of studying in additional classes and perhaps a 24-hours' day would be too short. This is represented in Figure 3 as the line MR_2 of marginal revenue. On the other hand, investing too little in the education with little or no effort, represented by MR_3 line, could result in failure of the academic career. Therefore, we can assume that a line MR_1 would exist, where, in the cross section of MR_1 and MC_1 , an optimum of invested time, money, and energy of studying would be shown.

Conclusion

The marginal analysis of the economics theory shows that an optimum level of playing video games is possible. Finally, one might be interested in the grade which the student mentioned in the introduction received; did he pass after nine hours of video games? Surprisingly (or

not) yes, not with a perfect, but with a ve-ry good grade. The main reason for that probably lies in the fact that he was a good representative of the “play hard – study hard” group (Adžić et al.), a group of extremely efficient and successful students who know how to effectively use time for both study and gaming. After the finals, he was the student with the highest marks at our Business College.

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STRATEGY AND STRATEGIC PLANNING OF TOURIST AND SPORT EVENTS

Dragan Milačić ¹

Abstract: To successfully manage the development of organizations, economic branches, and sectors, special programs, and development solutions, which are called strategies, are often created. The strategy usually means different programs and efforts to anticipate possible threats and influences from the environment that impact the development of the system, as well as potential actions and responses to the challenges of changes that arise in the system or organization itself. At the level of the national economy and individual sectors, national strategies of economic development and programs containing responses to challenges and limitations, as well as ways to adapt to those challenges, are drawn up, so that all development potentials are used.

Tourism and sports events as complex systems and as systems that establish numerous connections with the overall economic and social environment represent an area that is difficult to manage without a specially developed development strategy that is why special strategies for their development are adopted. Tourism and sports are interrelated and complementary. Sports – as a professional, amateur or leisure activity – involves a considerable amount of traveling to play and compete in different destinations and countries. Major sporting events have become powerful tourism attractions in themselves – making a very positive contribution to the tourism image of the host destination.

Keywords: strategy, management, planning, tourism, sport

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Introduction

Strategy is a form of preparation of decisions in the organization, which determines goals, development policies, and plans for achieving these goals. This pattern of behavior when making strategic decisions seeks to ensure the effectiveness of organizations in the long term to the greatest extent possible and touches the essence of its existence. It provides the optimal efficiency of available resources to achieve the set goals (Raletić, et al., 2015). The strategy contains fundamental characteristics and reflects the desired image of the organization, by which it systematically creates and manifests a recognizable individuality, in the environment in which it operates (Andrews, 1971).

The strategy also represents the process of determining the basic long-term goals of the organization by adjusting the direction of business activities, that is, by determining the concept and selection of resources necessary to achieve the set goals.

Setting the organization's strategy is possible from two key starting points, considering the final expected result of the analysis. Strategy can be viewed as an expected answer to the question of what the organization wants to achieve in the future, i.e. planning the results of the use of today's available resources in the future, or as an analysis of current activities and results regardless of the existence of previously planned activities in the respective field of work (Mašić, 2021; Ratković, 2023).

The first approach envisages strategy as a program for defining and realizing the organization's goals and implementing its tasks. Program, in the previous definition, means the active, conscious, and rational role played by managers in formulating the organization's strategy.

According to another approach, strategy is a model of the organization's response to changes and events in the environment in which it is active over time (Cvijanović, et al., 2023). It is possible to conclude that even if a company or organization does not have a formal strategic document, any pre-planned activity, as a reaction to changes in the environment, although not mandatory, will not prove to be effective in the end. This aspect of strategy includes, most often, those companies whose managers have reactive behavior, that is, those that react and adapt to the environment in accordance with needs.

Regardless of the approach to defining the term itself and its scope, the strategy helps to determine precise goals in the management of all types of organized entities and provides a coherent, integrated pattern of decision-making, which tells what should be done in the given circumstances in order to achieve the set goals.

The strategy, therefore, represents (McKiernan, 1996):

- how to collect resources, skills, knowledge, energy, time, people, decisions and methods and how to use them to achieve goals,
- a coherent, unifying and interactive basis for decision-making,
- an expression of the organization's intentions,
- clearly defined tasks for managers,
- the purpose of acting through long-term goals, action programs and defining priorities for the distribution of financial resources,
- responses to opportunities, threats, strengths and weaknesses,
- a collection of potentially useful programs and projects,
- a mechanism for investing funds to increase opportunities and improve work,
- an action plan that is tactically implemented to achieve goals.

Strategic planning

The process of clear and comprehensive strategy formulation in companies is called strategic planning. If, in addition to planning, the implementation and monitoring of the results of business decisions are included, the established name for that doctrine is strategic management, today an almost indispensable approach to business management, but also other forms of formal and informal organization.

Strategic planning, as well as the process of creating a company's strategy, differs from ordinary planning activities (Turčinović, 2021). There are five main pillars on which this distinction is based:

1. *Time horizon* - The word strategy is used to describe activities that span a longer time horizon, and refers to the time required to implement these activities and observe their impact.
2. *Impact* - The consequences of implementing a certain strategy have to be obvious, neither in the short term nor in the long term, but there is a whole series of measurable factors that show different intensity of direct and indirect impacts of a certain strategy. On the company itself and the environment.
3. *Concept of effort* - An effective strategy usually involves a strong concentration of activity, effort, or attention on a very narrow area of action. Focusing on selected high-intensity activities implicitly reduces available resources for other activities.

4. *Decision-making model* - Defining a strategy requires a series of certain types of decisions, during its implementation, which must be in synergy, support each other, and follow a consistent model.
5. *Penetration* - The strategy includes the process of planning, implementation, and monitoring of a wide range of activities: from the analysis of existing capacities and available resources, through their combination, i.e. deployment, all the way to the monitoring of daily operations. A wide range of activities, at all levels, are key to the realization of the defined strategy, so that they support all levels of the company's organization, which work together to strengthen, grow, develop, and realize the company's profits.

These five characteristics clearly show that the organization's strategy is the central node around which the main organizational activities move.

Importance of strategic planning

Planning is a formal activity designed to achieve predefined, desired future situations and, given the combination of available resources and a range of possible specific contingencies, involves a system of integrated decisions. In companies and some other organized entities, strategic planning is a continuous and systematic process in which people make decisions about desired future outcomes, how to achieve them, how to measure the achievement of results, and how to evaluate success in achieving set goals. In addition to planning resources and defining possible risks, planning also includes procedures for making key business/development decisions and activities for their implementation, all with a focus on the future.

Most organizations, regardless of whether they are focused on making a profit or performing some other business without making a profit, today recognize the importance of strategic planning for the long-term growth and well-being of the company or e.g. non-profit organization (Ratković, et al., 2023; Mihić, et al., 2023). Managers have determined that by precisely defining and spreading the message with the mission of their organizations, they can better direct the direction of the organization's development, familiarize employees with the meaning of their daily work, and inform users of the company's services/products about what they can expect from the company in the future. The result of the company's quality preparation through strategic planning is, ultimately, an increase in the efficiency of its work, satisfied and motivated employees, and a faster and more ready response to changes in the environment (Hunger, Wheelen, 1995).

The importance of strategic planning in company management is immeasurable. It enables managers to prepare for the changing environment in which their organizations operate. Today, events are changing too quickly for managers' experience to be the only reliable guide, so they are forced to develop new strategies that respond to possible problems and opportunities in the future.

The main drawback of strategic planning is the obvious danger that it becomes an end in itself. The creation of large teams of planners and detailed analysis of a series of future activities can cause a loss of active communication and contact with the company's parent business, business environment, and consumers. Some organizations overinvested in consultants, planners, and sophisticated models, as well as business planning and monitoring programs, which ultimately led to negative effects on business results. Namely, development planners and programmers intensified activities for ideal conditions in the environment, and negatively affected the self-initiative and power of operational managers, limiting the active influence of impulses from the market on the company's operations. Therefore, for optimal company management, it is crucial to align strategic plans and concepts with real business needs.

An additional limitation of strategic planning is the assumption of theoretically optimal development solutions, that is, in emphasizing the most rational and less risky options. The reason for this is mainly in the detailed analysis of the planning process and the avoidance of attractive opportunities that imply a high degree of uncertainty, complex to analyze and convey through strategic plans.

The main reason why strategic planning has not fully confirmed its effectiveness in practice is, first of all, its insufficient integration into the entire management process in the organization, i.e. insufficient involvement of strategic planning in certain parts of management: organizational structure, evaluation, rewards, motivation, and control systems. A common characteristic of almost all criticisms of the concept of strategic planning, in the second half of the 1970s and during the 1980s, was based on emphasizing the fact that the time of stability of the business environment, which allowed companies to develop centralized power, had passed, with extensive planning apparatuses within the organization, as well as lowering the responsibility and rights for strategic management to a lower level of operational management, which receives direct impulses from the management environment of the organization. In addition to the strategic direction of the organization, for which top management is responsible, middle management should also be enabled to, starting from monitoring the changes occurring in the environment, try to adapt the entire organization to those changes in the most suitable conditions (Wehrich, Koontz, 1998).

Contemporary management theorists believe that management strategy is a creative act by which the company adapts to each individual situation through the so-called approach to business policy.

Defining the strategic management

Strategic management, a modern managerial tool, grew during the development of the basic managerial function, and planning, and can certainly contribute to the development of the competitive ability of any company. Planning, as a thought process, is a necessary component of any work process, because it bridges the gap between what the organization is now and what it wants to be in the future.

Strategic management can be defined as the art and science of formulating, implementing and finally evaluating functionally intertwined decisions and activities, which enable an organization or other body to achieve its own goals. Strategic management is focused mainly on integrated management through marketing, finance, accounting, production, research and development, and information systems in order to achieve overall organizational success. In addition to enabling organizations to avoid financial difficulties, strategic management offers other tangible or intangible benefits, such as increased awareness of external threats, understanding of competitive strategies, increased worker productivity, reduced resistance to change, and a clearer understanding of the relationship between what has been done and what is to be done.

Strategic management increases the organization's ability to act preventively because it promotes interaction between managers at all vertical, horizontal, and functional levels, and creates a basis for identifying and rationalizing the need for change for all managers and employees in the organization. That is, it helps them to recognize and accept changes in the organization and environment as an opportunity and not as a threat.

Basically, all modern companies and organizations have a strategy, regardless of whether it is clearly defined, informal, unstructured sporadic, or just a guiding idea in the minds of entrepreneurs. In other words, all organizations are moving towards something, but, unfortunately, some do not know where. Given the old saying that if you don't know where you are going, every road leads you there, there is a clear need to use the concept of strategic management and its techniques in identifying a successful path to achieve a previously recognized and assessed goal (Heracleous, (2003).

Strategic management, on the way from theory to daily applicable skills, has also become a business function in the company. This change occurred as a consequence, because in the second half of the 20th century, with the growth of globalization, the opening of international markets, and the growth of international companies, which operated in an increasingly large market, more and more were involved in the decision-making process. The action of numerous, different external factors could no longer be ignored in business. The environment in which companies are located has become more complex, dynamic, and uncertain, so its impact on the survival and competitive ability of companies has been increasingly important. Organizations tried to act proactively, to strive for influence, anticipation, and initiative, and not just to respond to the change that had already occurred, which was largely made possible by strategic management. There have been obvious changes in the decision-making approach of a logical, systematic, and objective process for determining the future of any organization. Successful strategists think carefully about their business, where they are with it, and what they want to be as an organization, and then design programs, projects, and actions to get them from where they are to where they want to be, within a predetermined time frame (Porter, M. (1980).

There are interpretations that strategy is the link between a company/or any type of organization/and its/external environment. The external environment of the organization includes a whole range of economic, social, political, and technological factors that influence decisions within the organization and its results. The most important factors from the environment are mostly those that are in the closest environment of the organization's activities and directly affect it. If it is a business, these factors are related to relationships with customers, suppliers, and competitors.

The basic task of the strategy is to determine the optimal use of the resources of the organization and agents, in the narrower and wider environment, in order to achieve long-term goals, mainly those of growth and development.

Process of strategic management

The process of strategic management begins with environmental analysis, which includes monitoring, evaluating, and disseminating information from the external and internal environment to key people in the company. The simplest way to perform it is a SWOT analysis, which should identify current and future opportunities and threats, as well as the strengths and weaknesses of the company in its market

competition. In doing so, a distinction is made between the external and internal environment; in doing so, opportunities and threats are considered from the aspect of analyzing the external environment and strengths and weaknesses from the aspect of the internal environment (Buble, M. 2005).

External environmental variables form the context in which a company exists and can be general forces and trends in the overall social environment or specific factors operating in the organization's specific task environment – often referred to as its industry. Internal environmental variables form the context in which a company's work takes place and include organizational structure, culture, and resources that a company can use to achieve competitive advantage.

The second step in the strategic management process is setting the organizational direction or determining the direction of the organization, which consists of the company's vision, mission, and goals. The vision answers the question of what the company wants to achieve in the future and is therefore the driver of the energy of the employees in a certain direction. It helps the management to see the position of the company in the future and to start preparing for that future now. The mission includes the company's philosophy on how to do business and treat employees. It defines a core, unique purpose that positions a business in relation to other similar businesses and identifies the scope of its business in terms of the products (including services) offered and the markets it serves.

By achieving goals, the company achieves its mission. They are the final results of the planned activities and show what the company should achieve, to what extent, and when it should achieve it. Some of the areas in which a company can establish its goals are profitability (net profit), efficiency (low costs, etc.), and growth (growth of total assets, sales, etc.).

Strategy formulation is the process of developing long-term plans for effectively managing opportunities and threats from the environment, taking into account the company's strengths and weaknesses. It includes developing adequate strategies and setting policy guidelines for the implementation of the chosen strategy. It forms a comprehensive master plan designed to realize its vision, mission, and goals. A company typically considers three types of strategy—corporate, business, and functional. Corporate strategy describes the company's overall direction in terms of its general attitude toward growth and management of its various businesses and product lines. Three main categories of corporate strategy are usually distinguished – stable, growing, and digressive.

Business strategy typically focuses on the business unit or product level and considers improving the competitive position of a company's product or service in a

particular industry or market segment served by the business unit. Business strategies can appear in the form of two categories - competitive strategies or cooperative strategies.

A functional strategy is an approach that takes the area of function to achieve the goals of companies and business units as well as to achieve their strategies by maximizing the productivity of resources. It refers to the development and nurturing of distinctive competencies in order to ensure the competitive advantage of the company and business unit.

Strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets, procedures, and rules. By implementing the strategy, the management must have a clear idea about certain different issues such as:

- what changes are necessary for the organization when the new strategy is implemented
- how best to master the organizational culture to ensure that the strategy is smoothly implemented indirectly
- how strategy implementation and different types of organizational structure are related
- what different implementation approaches managers can follow
- what are the manager's skills necessary to help him in the successful implementation of the strategy

Strategic control and evaluation represent a special type of organizational control aimed at monitoring and evaluating the strategic management process to ensure its full functionality and further improvement. This is achieved by monitoring current performance and comparing it with established standards to determine possible deviations and their causes and take measures to eliminate these deviations. Although control and evaluation are the final phases of strategic management, they can accurately determine weaknesses in the previous phases and thus influence their elimination in the new cycle of strategic management.

Feedback is an informative input for each previous stage in the strategic management process that shows whether the activities of the next stage are taking place as planned. The information obtained in this way serves to evaluate the process and take corrective measures. Feedback plays a key role in strategic management, and the knowledge gained through it should not be neglected.

Strategy as an instrument of tourism and sports event development

Considering the high average annual growth rates, it can be said that modern tourism represents an economic branch that achieves constant growth and increasing economic importance. Modern tourist demand is directly influenced by all the changes that are taking place in the tourist market today. Competition in the tourist market has recently become increasingly fierce, not only among the countries of one region but also among regions on a global level. An increasing number of existing and new destinations are fighting for tourists.

Tourism represents a complex system that establishes numerous connections with the overall economic and social environment. Tourism is an area that is difficult to manage without a specially developed development strategy, that's why all countries adopt special tourism development strategies. This strategically determines the position of tourism as a special system or sector within the national economy. The plan is realized by taking appropriate actions. The choice of actions depends on the concept of tourism development and the behavior of the actors. In this interdependence of action and reaction, there is also the answer to the question of whether the intended actions or development strategy can achieve the goal and at what cost. The choice of actions that are likely to achieve the goals is an important issue of any development strategy.

By strategic management of a tourist destination, we mean the choice of the appropriate path by which the tourist destination should secure a competitive position in the tourist market in the long term, as well as a plan of action based on anticipated conditions in the environment, all to adapt to market conditions and achieve defined business goals (Dulčić, 2001).

The tourism development strategy valorizes (Hall, 2008):

- National and international environment, i.e. development impulses that influence the development of tourism,
- Ways to achieve efficient use of the resource base for tourism development,
- instruments that are suitable for managing the tourism system, achieving the set goals, and adapting the system to the challenges it is exposed to in the process of functioning, and
- Possibilities of tourism to contribute to the achievement of national development goals.

The tourism development strategy can be defined as a program, that is, a set of different activities aimed at adapting tourism to the conditions in the environment and criteria for the efficient use of development resources, with the aim that the

development of tourism makes an optimal contribution to the achievement of national development goals.

The tourism development strategy is realized by undertaking appropriate actions. The choice of actions depends on the concept of tourism development and the behavior of actors, that is, on the way the economy functions. In this interdependence of action and reaction, lies the secret of whether the intended actions or development strategy can achieve the goal and at what cost. The choice of actions likely to achieve the goals is an important issue of any development strategy.

The tourism development strategy, like any other strategy, starts from certain assumptions about the behavior of actors and the functioning of the system that is intended to be managed. Therefore, the strategy should be seen as a unity of assumptions and a program of actions. Scientific knowledge allows us to shape strategies that can be realized in specific conditions. Therefore, scientific analyses are primarily focused on checking the reality and truthfulness of the assumptions on which the strategy or program of actions is built, as well as the reality of the goals and ways to achieve them. Strategies can be defined for the realization of development goals, but also for changing a certain concept of development. These are strategies with two completely different ultimate goals. Applied to tourism, in the first case it is about the strategy of tourism development for given, concrete conditions, and in the second case about the strategy of encouraging changes in the very conditions of development, that is, the concept of tourism development. In practice, these approaches are often intertwined (Čerović, 2002).

The choice of tourism development strategy means the choice of goals actions and instruments that will achieve the strategic goals. In the real development process, the strategic goals of tourism development can be achieved with different actions. Therefore, the problem of tourism development is considered a problem of choice, first of all, the goals, and then the actions that will be taken to achieve those goals and the instruments of action on the behavior of actors. The tourism development strategy is a guiding document, both for economic entities and for development policy. It refers to areas in which development policy should develop instruments and actions that will direct behavior and development by strategic goals (Hodgson, 1987).

Sports tourism is a very important component of modern tourism. As a form of travel, sports tourism includes two categories (Page, Hall, (2003) :

- travel to participate in sports and
- traveling to watch sports.

Sports tourism can be defined as travel for non-commercial reasons, to participate in sports activities, or to observe sports events outside the residence. An important dimension of sports tourism is the development of sports infrastructure and the use of sports events to promote the tourist destination.

Two types of tourists who travel to participate in sports activities can be identified. The first are active participants who pursue sports as a form of free time in which they develop and express their abilities and knowledge and thus enrich themselves. Others are hobbyists, very competitive, and can be described as gamers. Players are amateurs whose participation in sports activities is continuous and systematic and whose goal is to acquire and maintain knowledge and skills, enabling the individual to experience unusual rewards from effort and effort.

However, the number of people who travel to participate in sports activities, although very significant for some smaller tourist destinations, is much smaller than those who travel to watch sports events. Sport plays an important role in motivating and attracting tourists.

The economic importance of sports events for the tourism industry is enormous. Sporting events, from the Olympics to minor league games, can have a major impact on the regional economy and the prestige and image of a destination.

Short-term attractions or significant tourist events, designated as mega-events, are large festivals, exhibitions, and cultural and sports events held regularly or occasionally. Significant events have a key role in the international, national, or regional tourism marketing strategy, their primary function is to provide an opportunity for the community to ensure presence and stand out in the tourism market at least for a short, defined time.

Significant events differ in their appeal from the attractions usually promoted by the tourism industry in that they are not continuous or seasonal occurrences. Indeed, in many cases, major events are a strategic response to the problems that seasonal variations create for the tourism industry. The ability of an event to achieve this goal depends on its uniqueness, the status of the event, and the extent to which it can be marketed within the tourism region. Events can help create a positive image and influence people's awareness of a destination through media presence.

Sport Tourism also has non-economic impacts in terms of the locality, community and the national economy in various ways. Events-based Sports Tourism may also enhance social inclusion in the wider, non-sporting community due to the legacy impact of major events on all citizens and, in particular, on the young. Measuring the size of the Sports Tourism market and its economic value is subjective due to the

difficulties in accurately measuring the impact of Sports Tourism. Tourism statistics are not sufficiently disaggregated to provide for an accurate measurement of the economic benefit of Sports Tourism to the economy since they generally do not distinguish between sport, general tourism and recreation more generally (Dašić, Gavrilović, 2023).

Conclusion

Most organizations today recognize the importance of strategic planning for long-term organizational growth. The importance of strategic planning in management is immeasurable. It enables managers to prepare for the changing environment in which their organizations operate. Today, events change too quickly for managers' experience to be the only reliable guide, so they are forced to develop new strategies that respond to possible problems and opportunities in the future.

Strategic management increases the organization's ability to act preventively because it encourages interaction between managers at all vertical, horizontal, and functional levels and creates the basis for identifying and rationalizing the need for changes for all managers and employees in the organization. That is, it helps them to recognize and accept changes in the organization and environment as an opportunity and not as a threat.

Sport Tourism has become a tourism industry with very significant developments around the world. The multi-multiplier impact of implementing sports tourism is in the form of economic improvement, infrastructure improvement, promotion of tourist destinations, and development of potential tourist attractions.

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PSYCHOLOGY OF EXERCISE AS A FOUNDATION FOR DETERMINING THE BENEFITS OF EXERCISE FOR THE MENTAL HEALTH OF THE MODERN INDIVIDUAL

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Abstract: The modern lifestyle unfolds in a stressful environment, and scientific research on stress reduction methods provides valuable insights that can enhance the quality of life. One method that stands out based on research is exercise. In this paper, we analyze the benefits of exercise for the modern individual. The field that addresses this topic is Exercise Psychology, a distinct and independent scientific discipline, highlighting its significance in contemporary society. Special attention is paid to explaining the relationships between concepts such as exercise and mental health. The aim of this paper is to demonstrate the mental benefits of exercise for the modern individual.

Keywords: Mental health, psychology, sport, exercise

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Introduction

In today's fast-paced society, exercise and mental health are becoming increasingly important aspects of maintaining a high quality of life and well-being. The constant challenges, stresses, and demands of modern life often lead to difficulties in preserving mental health, which in turn affects the overall well-being of the adult population. As science increasingly recognizes the connection between exercise and mental health, research into this complex relationship has intensified. Beyond the positive relationship between exercise and mental health, a wide range of benefits from exercise for the modern individual have been identified.

Exercise psychology is defined as "the study of psychological factors underlying participation and persistence in physical activity programs" (Anshel et al., 1991, p. 56). Lox, Martin, and Petruzzelle (2003, cited in Anshel, 2006) define exercise psychology as "concerned with (a) the application of psychological principles to the promotion and maintenance of physical activity/exercise during leisure time, and (b) the psychological and emotional consequences of physical activity during leisure time" (p. 5). Lox, Ginis, and Petrucello (2020, p. 6) emphasize that exercise psychology integrates two fields: psychology and exercise sciences, and it is concerned with (1) applying psychological principles to the adoption and maintenance of exercise behaviors and (2) understanding the psychological consequences of exercise. These authors highlight that, aside from the strong connection between sports psychology and general psychology as well as sports sciences, exercise psychology is often present in rehabilitation settings, such as injury recovery, heart attacks, strokes, cancer, diabetes, and AIDS treatment, thus positioning it as a "sister" field to rehabilitation psychology. In addition, it is closely related to health psychology and behavioral psychology.

Brehem (2014) emphasizes that exercise psychology is most closely linked to sports psychology, from which it originally emerged. Exercise psychology differs from sports psychology primarily in terms of the population it addresses—athletes versus regular exercisers—the type of physical activity—sports versus exercise—and the goals of the activity—improving health and fitness versus achieving optimal sports performance and competitive success. Both fields aim to explain, describe, and predict participant behavior.

According to Berger, Pargman, and Weinberg (2002), exercise psychology examines how exercise can improve mood, reduce stress, serve as a treatment for mental disorders, enhance self-concept and self-confidence, and may lead to positive or negative addiction. Additional benefits of increased aerobic training include reductions in

acute and chronic anxiety, decreased chronic depression, enhanced pain tolerance, and improvements in quality of life. Expanding on this description, Buckworth and Dishman (2002, cited in Anshel, 2006) also mention “psychobiological, behavioral, and social antecedents and consequences of acute and chronic exercise.” Antecedents refer to factors that predict who will engage in exercise and form a regular exercise habit, while consequences refer to how exercise (both short-term and long-term) affects mental and emotional processes (Milenković, et al., 2023; Ratković, et al., 2023). This definition also includes the impact of mental skills on exercise performance. For example, positive thoughts such as “I feel good” or “keep going” will result in better endurance than negative thoughts like “I don’t like this” or “when will this be over?”

Although research in exercise psychology is growing, a neglected aspect has been the examination of the effectiveness of research outcomes, theories, and models in real-world exercise settings. This article focuses on applying exercise psychology and sports psychology literature to exercise contexts that go beyond theories and research findings.

Given that mental health is highlighted as the key benefit of this analysis, specifically its proven positive association with physical activity, it is essential to define what mental health actually represents. Mental health in adults refers to a state of emotional, cognitive, and psychosocial well-being (Jovanović, et al., 2023; Stojmenović, et al., 2023). It reflects an individual’s ability to cope with stress, face challenges, maintain positive relationships, achieve productivity, and contribute to society in an adequate and satisfying way. Mental health is not merely the absence of mental disorders but represents a state in which an individual can function optimally, feel good about themselves and others, and adapt to different life situations.

Research has confirmed that exercise improves mental health (Anshel, 2006). We feel better when we engage in a regular physical activity program, particularly aerobic exercise, which significantly increases heart rate. Aerobic exercise involves engaging in physical activity over a relatively long duration where heart rate remains consistently elevated. Aerobic exercises, as well as resistance training and brisk walking to a lesser extent, have been proven to enhance mood, strengthen self-esteem and self-confidence, reduce depression, and alleviate both chronic and acute anxiety and psychosocial stress, while also promoting recovery from negative life events (Ratković, et al., 2016).

Researchers, educators, and practitioners must understand the psychological benefits of exercise, the reasons some people exercise while others remain inactive, why individuals start exercising but later quit, and what can be done to start and main-

tain a regular exercise regimen, a concept known as commitment or motivation. Moreover, they should offer suggestions on how mental skills can be utilized to improve the quality of exercise. The aim of this paper is to demonstrate the mental benefits of exercise for the modern individual.

Areas of Exercise Psychology as the Basis for Identifying Mental Benefits of Exercise

If mental health professionals want to help clients develop healthy habits, they need to be able to accurately use important terms and concepts. The most crucial concepts in improving a person's health and well-being include enhancing physical fitness through various forms of physical activity, such as exercise. We could define physical activity as any movement that expends energy, while exercise is a specific form of physical activity that is structured and planned, aimed at improving and maintaining physical fitness. These terms have emerged from a combination of the most frequently cited definitions in the literature. Physical activity is generally defined as any bodily movement produced by voluntary muscle contraction that results in energy expenditure, typically measured in kcal (kilocalories) per unit of time. Similarly, physical activity is defined as “any bodily movement produced by the contraction of skeletal muscles that results in a substantial increase in caloric requirements compared to energy expenditure at rest” (ACSM1, 1014, p. 2). Although it is very desirable for everyone to be more physically active, not all forms of physical activity will improve physical fitness and lead to other desirable health outcomes. For example, while engaging in slow walks may be beneficial for reducing stress and recovering from a tiring day, this type of activity cannot be considered exercise and will not improve most health parameters associated with exercise. The more desirable forms of activity, formally referred to as exercise, are those that lead to physical fitness. What does exercise actually represent? Anshel (2006) defines exercise as a subset or type of physical activity consisting of planned, structured, and repetitive body movements that a person engages in to improve or maintain one or more components of physical fitness or health. Exercise can be acute—referring to short-term or single instances of activity—or chronic, performed multiple times over time, preferably several times a week with varying durations. Similar to Anshel, Angela Clow and Sara Edmunds (2002) indicate that physical activity (PA) encompasses all types of bodily movements, while exercise is its subcategory consisting of planned, structured, and repetitive body movements undertaken to promote and maintain components of physical fitness. Physical activity does not always involve exercise. Activities like walking and gardening fall under physical activity but are not

considered exercise, as they are not performed with the aim of improving health and fitness nor in a planned and programmed manner. Physical fitness is a set of attributes that a person has for performing physical activity. It is the ability of the body to function efficiently and effectively and consists of numerous components. Health-related fitness includes cardiovascular efficiency/endurance, body composition (percentage of fat in total body mass compared to muscle tissue), muscular strength, and flexibility. Aerobic capacity represents the maximum capacity of the cardiovascular system to take in and utilize oxygen, also known as VO₂ max. Most research demonstrating improvements in the psychological domain, cognitive functioning, and quality of life relates to aerobic forms of physical activity (Anshel, 2000).

Brehm (2014, p. 84) defines the psychological continuum of health, which starts from the most desirable state categorized as a high level of psychological well-being. This state implies good coping skills and a balanced lifestyle, along with a positive mood most of the time. The next category of the continuum is a lower level of psychological well-being, which involves difficulties with negative mood and stress but still a more frequent presence of good mood. Following that is a state in which there are no mental illnesses, but stress and negative mood are present most of the time. After that come the symptoms of depression and anxiety, as well as other mental illnesses, culminating in the state of severe mental illness.

The World Health Organization (WHO) defines health as “a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity” (according to the Healthy Ageing Evidence Review, 2011, p. 6). This definition reflects changes in the idea of the nature of health that occurred in the mid-20th century and demonstrates society’s concern for the mental health of modern individuals since that time. The focus has shifted from physical health, illness, and disability to a more holistic approach, where health encompasses the whole person: body, mind, and community (Brehm Barbara, 2014). It seems reasonable to assume that both general health and well-being are based on physiological, psychological, and social processes experienced by the individual. The complexity and interconnected nature of these processes make it difficult to isolate specific dimensions of health and well-being and to establish specific relationships with physical activity.

Well-being is a complex and multidimensional concept that refers to the overall satisfaction, happiness, and quality of life of an individual. This term encompasses various aspects of emotional, physical, mental, and social well-being. Defining well-being involves considering multiple factors and dimensions that together contribute to a sense of positive life experience. A general definition of well-being might sound

something like this: Well-being refers to the overall state of satisfaction, balance, and welfare of a person, encompassing their physical, mental, and emotional equilibrium, social connections, productivity, and ability to cope with life's challenges. It is a process in which an individual feels a positive relationship with themselves, others, and their environment, and has the ability to achieve their goals and fulfill their potential.

Convinced that a science can be defined by the content it addresses, Anshel (2006) lists the areas that exercise psychology deals with, identified by Berger, Pargman, and Weinberg (2002), as well as Buckworth & Dishman (2002) based on extensive literature reviews. These areas are:

- Designing specific exercise programs to experience psychological benefits;
- Examining positive dependence and commitment to exercise;
- Understanding the causes and antecedents of negative dependence on exercise, where excessive physical activity leads to injuries, eating disorders resulting in excessive weight loss, social isolation, exercising while ill, or feelings of depression or anxiety (concern) if any exercise is missed;
- Studying psychological predictors (dispositions and personality profiles) of who will and who will not commit to regular physical exercise;
- Determining the effects of short-term (acute) and long-term (chronic) exercise on changes in mood states;
- Measuring changes in selected personality dispositions due to exercise, such as various dimensions of self-esteem, self-confidence, optimism, and anxiety;
- Identifying psychological benefits of regular exercise;
- Exercising to improve quality of life;
- Prescribing exercise as a means in psychotherapy (e.g., for depression, anxiety, emotional disorders) for specific populations, such as children, the elderly, or individuals with physical disabilities;
- Utilizing exercise in rehabilitation contexts (e.g., recovery from injuries, cardiac or pulmonary diseases);
- Predisposing factors explaining high-quality exercise, flow states, and peak experiences, and how to facilitate achieving these feelings;
- Studying the effectiveness of mental skills that enhance exercise performance;
- Examining the efficacy of cognitive and behavioral techniques that promote participation in exercise and commitment to exercise;
- Predicting commitment to exercise and dropout from exercise; and
- Prescribing exercise as a stress management strategy.

Given that there has been a significant increase in interest in topics related to exercise psychology over the past 40 years, that a large number of studies have been conducted, and that the body of scientific knowledge has been enriched, along with numerous manuals and books printed for exercise psychologists and other professionals in the fitness and exercise domain, there remains an evident need to explore and fully understand the psychological (personal), social, and situational

factors contributing to exercise, barriers to non-exercise, and strategies that can make it more appealing and effective. The reasons are understandable, as the population of individuals of all ages with excessive weight, the number of sedentary or physically inactive and unhealthy individuals, and the percentage of people with various mental disorders (e.g., anxiety, depression, dementia) is increasing daily. Summarizing the areas that exercise psychology studies and explains, Anshel (2006) identified the following six:

1. Motivation for exercise
2. Commitment to exercise and the tendency to abandon it
3. Use of cognitive and behavioral strategies that promote participation in exercise
4. Strategies that encourage exercise performance
5. Ways in which exercise affects mood and psychological well-being, and
6. Effective leadership in exercise.

According to Lox et al. (2020, p. 5), the benefits of physical exercise on physical and social conditions are: Physical benefits (reduces the risk of morbidity and mortality; decreases the risk of developing diabetes, hypertension, colon cancer, and heart disease; enhances the ability to perform activities of daily living; aids in weight control); Psychological benefits (improves cognitive functions; reduces depression, anxiety, and general negative moods; increases overall positive mood; enhances body image, self-esteem, and self-concept); Social benefits (provides opportunities for social contacts and relationships; improves social functioning; increases social inclusion and participation; facilitates the integration of exercisers into their peer groups; mental health as a key benefit of exercise).

Review of Literature on the Mental Benefits of Exercise

In addition to physiological benefits, Cox (2011) highlights an abundance of literature supporting the claim that regular exercise positively impacts an individual's psychological well-being. This emotional enhancement manifests through the reduction of negative emotional states such as anxiety and depression and the increase of positive aspects like self-confidence, strength, and general well-being. These consistent findings have led many mental health professionals to promote physical activity as an effective treatment for improving mental health. In some cases, exercise has shown similar effectiveness to psychotherapy and antidepressants in treating emotional disorders (Babyak et al., 1999, 2000; Faulkner & Biddle, 2004; Nicoloff & Schwenk, 1995). Research by Cox, Thomas, Hinton, and others (2004) provides

evidence suggesting that relatively intense bouts of aerobic exercise may surpass moderate bouts in reducing anxiety. This finding is also supported by a meta-analysis conducted by Wipfli and colleagues (2008).

Similarly, resistance exercise is also associated with positive psychological effects (Arent, Alderman, Short & Landers, 2007; Arent, Landers, Matt & Etnier, 2005; Bartholomew, 1999; Dionigi & Cannon, 2009). Regarding the intensity of resistance exercise, Arent, Landers, et al. (2005) found that moderate-intensity resistance training (around 70% of maximum load) outperformed low and high-intensity training in increasing positive affect and reducing negative affect, including anxiety. Cox (2011) also points out that older adults enter a new phase of life where they transition from caregiving roles to focusing on their own happiness and health. In this context, participation in exercise programs helps them become happier, form social connections, and develop a sense of pride and ownership over their fitness routines (Bidonde, Goodwin & Drinkwater, 2009). Like younger adults, physical activity brings psychological and physiological benefits to older adults (Arent, Landers & Etnier, 2000; Dionigi, 2007; Lampinen, Heikkinen & Ruoppila, 2000). Besides improving positive affect and reducing anxiety, physical activity also has potential benefits in preserving cognitive functions that typically decline with age (McLafferty, Hunter, Wetzstein & Bamman, 2000; Shay & Roth, 1992).

While much of the research focuses on depression, the positive effects of regular exercise have also been observed in individuals suffering from anxiety (Petruzzello et al., 1991), panic disorder (Martinsen, Raglin, Hoffart & Friis, 1998), and schizophrenia (Faulkner & Sparkes, 1999). Regarding schizophrenia, which often presents a therapeutic challenge, Faulkner and Sparkes (1999) provided promising results. In a study involving three patients with chronic schizophrenia, improvements were observed in reducing auditory hallucinations and enhancing sleep patterns associated with exercise.

Individuals who exercise regularly and maintain high fitness levels are less sensitive to the negative effects of life stress (Mihić, et al., 2023). This hypothesis is supported by research conducted by Brown (1991) and others. Brown's study is particularly interesting as it included objective measurements of physical fitness and health. He explored the interactive relationship between life stress, physical fitness (measured via a cycling ergometer), and the number of visits to the university health center (illness). Physical fitness acted as a shield against illness during periods of high stress, while less physically fit individuals appeared more vulnerable to high stress. Additionally, Legrand and Heuze (2007) found that the frequency of exercise and persistence might be important in alleviating depression symptoms, with exercise

three to five times a week significantly reducing depression compared to exercising once a week. Moreover, Fruhauf et al. (2016) discovered that outdoor exercise, compared to indoor, induced more positive feelings, excitement, less fatigue, and reduced depression symptoms in individuals with depression. The authors suggest that these positive feelings and increased energy may lead to heightened physical activity.

It is also worth mentioning a study involving an often overlooked group—prisoners—which found that moderate-intensity cardiovascular exercise and resistance training for at least one hour per week over a nine-month period significantly reduced depression symptoms compared to a non-exercising control group. It also decreased anxiety and hostility levels (Battaglia et al., 2015). Consistent findings on the moderate relationship between exercise and depression are evident in other studies, including several narrative reviews (e.g., Mutrie, 2001) and empirical studies (e.g., Dunn et al., 2005).

Cox (2012) suggests that the endorphin hypothesis postulates that exercise is linked to the production of brain chemicals that have a "morphine-like" effect on the exercising person, reducing pain and inducing a general sense of euphoria. According to this hypothesis, a morphine-like substance provides a positive moderating effect on mood and emotions. This effect has been popularly termed the "runner's high." As with neurotransmitter release (the amine hypothesis), research confirms that intense endurance exercise leads to the release of three types of endogenous opioids into the bloodstream, with endorphins being one type (Cox, 2021).

B. Brehem (2014) states that most successful athletes will affirm that sports and physical activity can profoundly impact self-concept and self-esteem. Self-concept refers to how people perceive or define themselves, including the roles they play in family, social, and professional life. This encompasses people's ideas about their strengths and weaknesses, character, and life achievements.

Self-esteem can enhance stress resilience and is linked to numerous positive health variables, such as better cardiovascular and immune responses to acute stress (O'Donnell et al., 2008). Sports and physical activity can have both positive and negative effects on self-esteem. Success clearly creates a better feeling than failure, and human self-esteem is often boosted when people feel competent in any valued area, including physical activity.

Self-confidence refers to how capable people feel in performing well in a given situation. It is situation-specific, though a general sense of confidence in one's abilities contributes to positive self-esteem. A key concept contributing to confidence, especially in the realm of physical activity, is self-efficacy. This is the belief in one's

ability to successfully accomplish a specific task. The stronger an individual's self-efficacy, the more likely they are to persist in the face of obstacles. For example, those with strong walking self-efficacy are likely to stick to their walking routines despite bad weather or other challenges.

Conclusion

Based on the presented analysis, it can be concluded that exercise has positive effects on modern individuals. The benefits of exercise are numerous, ranging from physical, health-related, and aesthetic to social and mental. The goal of this paper was to demonstrate the mental benefits of exercise based on the available literature. In this context, the psychology of exercise was identified as the basis for locating the benefits of exercise, with a key focus on the mental health improvements that modern individuals gain through physical activity. Several benefits were highlighted, such as the reduction of anxiety and stress, major problems in modern life.

According to the research reviewed, physical activity can reduce stress and anxiety. During exercise, the body releases hormones like endorphins, which act as natural painkillers and mood enhancers. Regular exercise can regulate neurotransmitter levels such as serotonin and dopamine, which are associated with feelings of happiness and satisfaction. This can improve overall mood and reduce depression. A third key benefit identified is the increase in self-confidence, as achieving physical goals and progress in exercise can boost self-esteem. Additionally, cognitive function improvement is another advantage, as exercise can enhance concentration, attention, decision-making ability, and creativity. This can lead to better coping with everyday challenges.

Moreover, exercise aids in the prevention and support of depression treatment. Physical activity is often used as a complementary treatment for depression, both in prevention and support of therapy. Regular exercise can help reduce depression symptoms, improve overall well-being, and decrease the risk of cognitive decline. Increasing evidence suggests that exercise can reduce the risk of cognitive deterioration and neurological diseases such as Alzheimer's and Parkinson's disease. Finally, exercise helps improve sleep quality by reducing insomnia and helping establish healthy sleep patterns.

In conclusion, the results of this literature review fully support the statement made by Robert Butler, a physician at the National Institute on Aging, who said in the 1980s: "If exercise could be packaged into a pill, it would be the most prescribed and beneficial medicine in the world."

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ANALYSIS OF THE MOST SUCCESSFUL MARKETING CAMPAIGNS IN SPORTS AND THEIR IMPACT ON SPORTS ORGANIZATIONS

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Abstract: This paper explores key marketing strategies that have led to success in sports organizations worldwide. The focus is on analyzing the most successful marketing campaigns in sports, examining their fundamental elements and effects on branding, audience engagement, financial results, and social influence. Through thorough literature review and case studies, examples of sports campaigns that have become icons in the world of marketing have been identified. These examples span various sports disciplines and formats, from global sporting events like the Olympics to local sports teams. The analysis will focus on branding strategies, social media usage, sponsorships, as well as innovative approaches in audience interaction. Special emphasis will be placed on measurable outcomes of these campaigns, including increased fan base, sponsorship revenue, ticket and merchandise sales, and impact on social awareness and engagement. By analyzing the success data of these campaigns, the study explores how marketing strategies have influenced the transformation of sports organizations and the development of sports marketing as a key factor in sports business. Through this study, the aim is to provide deeper insights into how sports organizations can effectively use marketing strategies to achieve their goals, increase revenue, and build lasting relationships with their audience. These insights will be valuable for sports organization managers, marketing professionals, and anyone interested in sports business and marketing.

Keywords: sports marketing, marketing campaigns, marketing strategies in sports, sports branding

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Introduction

Today, the sports industry represents one of the most dynamic sectors in the global economy, with increasing significance of marketing strategies in achieving success for sports organizations. In this context, marketing campaigns have become crucial instruments for brand creation, audience engagement, and financial goals. Through the analysis of the most successful marketing campaigns in sports, this paper explores how innovative marketing strategies have shaped sports organizations worldwide, influencing their reputation, financial outcomes, and societal impact (Dašić, 2018).

Over the past two decades, sports marketing has experienced significant development, with a growing focus on creative approaches to audience communication and the use of digital platforms. Examples of such innovations can be seen in campaigns that have become symbols of success, such as Nike's "Just Do It" campaign or Coca-Cola's global sponsorship of sporting events. These campaigns have not only promoted brands but also transformed how sports organizations communicate with their audience, build loyalty, and generate revenue.

The aim of this research is to achieve a deeper understanding of the mechanisms behind the success of these sports marketing campaigns and their impact on sports organizations. Through the analysis of key case studies, we plan to identify the essential elements of effective marketing strategies in the sports context, as well as the measurable effects of these strategies on various aspects of sports business. This analysis will enable a deeper insight into the role of marketing in the sports industry and provide practical insights beneficial to sports organization managers, marketing professionals, and anyone interested in the dynamics of the sports market (Radović Jovanović, 2008). The term "marketing" originates from the Anglo-Saxon language and refers to the process of bringing products or services to market. Sports marketing is crucial for every sports organization as it connects producers (athletes, coaches, organizations) and consumers (sports communities, the public). Unlike traditional marketing, sports marketing focuses more on services rather than products, although it includes the sale of sports equipment and memorabilia. Sports marketing involves promoting sports events, sponsorships, brand management, and public relations with the aim of attracting audiences, increasing revenue, and building loyalty. Effective sports marketing is crucial for success in the competitive sports industry.

Literature Review

Sports marketing represents a dynamic and comprehensive field that combines creativity, technology, and strategic planning to establish connections between sports organizations and their target audiences. Over the past decade, sports marketing campaigns have significantly evolved, transitioning from traditional formats to digital platforms, social media, and innovative technological tools (Dašić, 2023a) such as augmented reality (AR). Successful campaigns not only boost revenue and strengthen brands but also have a broader societal impact by raising awareness of important issues and inspiring global audiences.

Sports marketing represents a dynamic and comprehensive field that combines creativity, technology, and strategic planning to establish connections between sports organizations and their target audiences (Dašić, et al., 2023). Over the past decade, sports marketing campaigns have significantly evolved, transitioning from traditional formats to digital platforms, social media, and innovative technological tools such as augmented reality (AR). Successful campaigns not only boost revenue and strengthen brands but also have a broader societal impact by raising awareness of important issues and inspiring global audiences (Dašić, Gavrilović, 2023). Authors Lee et al. (2021), explore the adoption of new technologies in sports marketing. The authors emphasize how new technologies, such as artificial intelligence (AI), augmented reality (AR), and blockchain, are transforming the way sports organizations engage with consumers. These technologies enable personalization, enhance fan engagement, and provide advanced analytical tools for business decision-making (Jinga, 2024). Emerging technologies facilitate innovative fan experiences, fostering greater loyalty and interaction with brands. For example, virtual stadiums and interactive content on social media are becoming critical tools for attracting younger audiences. Despite their numerous advantages, implementing new technologies presents challenges, including high costs, complexity in data management, and the need for ongoing employee training. The authors also address ethical concerns, particularly regarding user privacy and data security. The authors suggest that success in sports marketing lies in adapting to technological changes and developing long-term strategies that integrate technology as a core business tool. This includes investing in research and development as well as collaborating with technological partners. The authors highlight the need for interdisciplinary research that bridges sports (Vuković, et al., 2023), technology, marketing, and social sciences to better understand the complex dynamics of technology adoption in sports.

Some authors explored the impact of branding strategies in sports organizations. They highlighted how campaigns like Adidas' "Impossible is Nothing" revolutionized

storytelling, emphasizing emotional connections with fans. Their study underscored the critical role of emotional branding in driving fan engagement and loyalty. The study concluded that emotional branding, as exemplified in Adidas' campaign, fosters deeper connections with audiences. By focusing on inspirational storytelling, the campaign increased brand loyalty by 35% among surveyed consumers (Radaković, et al., 2023a; Radaković, et al., 2023b; Xinyu, 2023). Petersen-Wagner (2022), focuses on how digital and social media platforms are leveraged for the FIFA World Cup, examining their role in fan engagement, global branding, and revenue generation. Social media provides a direct avenue for fans to interact with the tournament, players, and sponsors. Campaigns often emphasize creating a sense of community and belonging among global audiences. Digital platforms are critical for FIFA to promote sponsors and partnerships, ensuring global reach and reinforcing brand visibility. The collection and analysis of user data allow FIFA and its partners to tailor content and improve engagement, showing the increasing integration of technology in event management. The chapter also discusses issues such as controversies over FIFA's governance and ethical concerns being amplified on digital platforms, posing risks to reputation. Nikolaou, Konteos, Kalogiannidis, and Syndoukas (2023) investigated the socio-economic impacts of mega sporting events, using the 2022 FIFA World Cup as a case study. Their research highlights several key findings: Mega-events like the FIFA World Cup often lead to increased investment in infrastructure, including transportation, accommodation, and event venues. These investments can stimulate economic activity and create temporary job opportunities. However, the financial burden on public funds and the risk of underutilized infrastructure post-event remain critical challenges. The researchers noted significant socio-cultural impacts, such as enhanced global recognition of the host country and improved intercultural understanding among visitors and locals. Positive outcomes include nation-building and heightened national pride. Conversely, events can also exacerbate social inequalities, displacement, and ecological concerns. Hosting such events requires meticulous planning to mitigate potential negatives like overcrowding, increased crime, and environmental strain. They emphasize the importance of ensuring that benefits are equitably distributed among stakeholders, including local communities. Overall, the study concludes that while mega sporting events can deliver significant socio-economic advantages, their success largely depends on effective management strategies to balance benefits and minimize drawbacks.

Sports image

Image represents the impression, perception, and belief about a sports organization, athletes, and their sports results, abilities, and capacities to define their own position in the environment. The overall value of sports organizations and athletes falls within the scope of this perception and belief about the sports entity. The real price of sports entities is not always based on market laws.

Material values of movable and immovable assets, known as "fixed assets," cannot always be considered sports products, as they do not always directly originate from sports activities. However, these material values significantly impact the formation of the image, beliefs, impressions, and perception of the organization. In other words, the quality of a club's material assets significantly influences its positive or negative image.

The sports reputation of clubs and athletes is not always the same as the image. Sports reputation refers to previous sports results that determine the current position of clubs and athletes in the sports hierarchy. This reputation represents a form of capital known as reputational capital. Besides sports reputational capital, there is also general reputational capital, which encompasses all reputations, capital, and resources from all areas of a sports organization's activities. This capital represents the sum of reputational and material capital acquired at all levels of activity.

The image of athletes or groups can be potential sports products that can be transferred to other clubs or used for marketing as a name or likeness. They can serve as role models, gaining broader socio-psychological and cultural value (Milojević, A., 2003). All serious clubs and athletes strive to maintain active reputational capital, especially in sports, which implies the ability to create and replicate desired sports results in a relatively short period. Clubs and athletes with stable sports results, reputation, and reputational capital can build and strengthen their image in a highly profiled manner.

Clubs with a good image and reputation often sell at a higher price than their real market value, while a weak reputation can lead to a decrease in the market price of clubs.

The image of athletes is an integral part of the overall sports image. It can be viewed as the individual image of an athlete or as the image of athletes who are part of a specific sports collective, which significantly impacts the marketing and commercialization strategies of these sports products.

Depending on the factors of sports performance and public behavior, especially during periods of peak value of their image or career peak, athletes can be accepted by a broad audience as heroes and sports stars. During these times, athletes are able to sign highly respectable contracts with sponsors and advertisers for the use of their name or likeness to advertise their products, which may or may not relate to sports activities.

Owners of prestigious commercial brands, such as Nike, Adidas, Puma, and others, pay very high prices to athletes to wear their clothing and footwear. As we can observe, the image of athletes can have a material expression.

His commercialization is possible through three pricing models:

1. Contractual price of sports creation value relies on the athlete's image value and is agreed upon through salaries, bonuses, and rewards between the athlete, club, or sports event organizer.
2. The licensing price of the athlete's image represents the value negotiated between the athlete and advertising companies, sponsors, or manufacturers identified as consumers of the sports brand or its components (such as likeness, name, logo) belonging to the athlete. This price is paid to use the athlete's image for marketing purposes, such as advertisements, promotions, or sponsorships. The athlete receives compensation for the use of their image for commercial purposes, while the company gains the right to use the sports image to promote their products or services.
3. Endorsed price of the athlete's image represents the value negotiated between the athlete and interested companies, known as endorsers, who wish for the athlete to support their promotional activities to increase sales of their products or services. This price is paid to the athlete for endorsing or approving the advertising or promotion of the endorser's products or services. When an athlete signs or gives a "stamp of approval," it is considered endorsement and can significantly contribute to increasing the sales of the company's products or services.

Recently, another form of materializing athletes' image has been developing in individual sports branches through participation incentives in specific competitions. The reward for invitation and participation in tournaments for top athletes, who enhance the event's rating by their presence, is based on the athlete's previous reputation and image.

Athletes, players in team sports, are tied to their club by temporary agreements, exercising their rights to the value of their own image through contracts with their own team or another team. Additionally, like other athletes, they realize part of their rights to their own image through sponsorship agreements with companies.

For athletes with a marketable image, their value is determined and regulated in the sports market, corresponding to their level of sporting quality, past results, and behavior, i.e., their overall image. The value of sporting quality in athletes, expressed through an established and agreed-upon price, constitutes a unique and measurable sports parameter precisely defined in the market. In cases where the value of an athlete's sporting quality becomes a subject of purchase and sale between two clubs, a player transfer occurs, which has marketing implications.

The fundamental motives behind transfers or contract extensions between athletes and clubs are:

1. For the buyer (club): supplementary selection and strengthening of the team's quality.
2. For the seller (sports club): additional profit and the opportunity to create new concepts or redefine old team activities and strategies.
3. For the seller (athlete): the opportunity for material valorization of their image and the attempt to find an adequate environment for further sports development.

The value of sporting quality, in practice, does not solely belong to athletes or sports organizations, even though they are its exclusive owners. The corresponding value portion is determined for each party through contracts, including a portion for intermediaries such as manager-agents, who also participate in this form of marketing transformation of intangible sports value into tangible assets.

Marketing managers interested in using athletes' images base their marketing transactions on no fewer than four essential elements necessary for measuring the quality values possessed by athletes:

1. Performance Quality of Athletes (K) - the psycho-physical characteristics of the athlete that constitute the totality of their talent.
2. Winner's Mentality (P) - the developed sense and aspiration for victory, reinforced by the athlete's confidence in their abilities.
3. Personal Characteristics (L) - qualities such as intelligence, education, ethics, principled behavior, psychological stability and balance, humanity, honesty, and fairness.
4. Media Attractiveness - Publicity (M) - if the athlete's reputation in the public eye is widely and positively heard, implementing a marketing strategy becomes significantly easier. The athlete must be media-friendly, with

above-average individuality, speech skills, appearance, behavior, and careful consideration of what, how, when, and where they speak on any topic.

Branding enables consumers to more easily connect with a product or service through association (image) and influences purchasing decisions (Jobber & Fahy, 2006).

Marketing Environment of Sports Organizations

An organization must first understand its current and potential environment in which it will offer its products and services before undertaking specific marketing activities. By embracing marketing concepts, the organization can adequately respond to changes and challenges in its environment.

In the process of marketing analysis, it is important to classify the environment. Although there are no major differences in levels of environmental analysis in marketing literature, it is usually stated that the marketing environment can be divided into external and internal environments.

The external environment encompasses uncontrollable and partially controllable factors and is typically divided into macro and micro marketing environments. This represents the initial step in analyzing and formulating business opportunities for the organization. The macro environment includes broader factors such as economic, political, socio-cultural, technological, and environmental factors, while the micro environment includes factors directly related to the organization, such as competition, suppliers, customers, and distributors.

This understanding of the environment enables the organization to better plan and adapt its marketing activities to achieve its business objectives. Kotler and Keller distinguish between the broader (macro) environment and the task (micro) environment (Kotler, Keller, 2006).

Micro Marketing Environment: The micro marketing environment encompasses dynamic and static factors that create challenges, opportunities, and threats for the organization's operations. These factors are beyond the control of the organization's management and shape the framework or conditions of business that can vary or be similar across different economic sectors. The fundamental elements of this environment include megatrends and trends.

Macro Marketing Environment: The macro marketing environment includes six areas where dynamic changes occur that have long-term effects on the organization's operations:

1. Natural (physical) environment,
2. Economic and competitive environment,
3. Socio-cultural environment,
4. Demographic environment,
5. Science and technology, and
6. Political and legal environment.

Each of these areas can significantly influence the organization's strategy and performance, creating opportunities or threats that the organization must consider when planning its marketing activities (Alčaković, et al., 2019). Natural Environment, which includes resources such as flora, fauna, and minerals, is of essential societal interest and global concern, impacting business through resource scarcity, energy costs, and environmental requirements.

Economic and Competitive Environment are crucial for marketing managers, as economic factors and market competition influence pricing strategies and market entry. Socio-Cultural Environment, including social and cultural factors, shapes consumer values and behaviors. Demographic changes, such as migration and education, are important for market identification and demand. Science and Technology bring revolutionary changes to marketing, creating new markets and enhancing the marketing mix. Political and Legal Environment, including laws and regulations, influence marketing decisions and can create new opportunities or constraints (Jović, et al., 2024). Micro Marketing Environment encompasses organizations and individuals directly or indirectly connected to business, including suppliers, distributors, and consumers. Competition manifests in three forms: brand competition, substitutes, and alternative products/services. Suppliers provide raw materials, while intermediaries connect the organization with consumers. Other stakeholders, such as local authorities and financial institutions, support the organization's marketing system.

In sports, the customer is at the center of marketing activities, and the marketing mix (5P) is adapted to market needs to achieve the desired level of sales.

The Best Examples of Sports Marketing and Achieved Effects

Of course, sports marketing can be extremely creative and effective. Here are a few examples that have stood out:

1. Nike's "Just Do It" Campaign: This campaign is known for defining Nike as a brand. They not only used famous athletes like Michael Jordan, Serena Williams, and Cristiano Ronaldo, but also focused on inspirational stories that connect people around

the world. The exact earnings Nike made from the "Just Do It" campaign are not publicly available since companies typically do not disclose direct financial profits from individual marketing campaigns. The "Just Do It" campaign by Nike is one of the most recognizable and successful marketing campaigns ever. The effects of the campaign's success can be seen in several key aspects:

Brand Awareness-Slogan Recognition: The slogan "Just Do It" has become synonymous with Nike, recognized worldwide, which is a significant indicator of success. **Association with Top Athletes:** Linking with athletes such as Michael Jordan, Serena Williams, and Colin Kaepernick, who were part of the campaign, further solidified brand recognition.

Market Share-Increase in Market Share: After the launch of the campaign, Nike saw a growth in market share, particularly in the segment of sports footwear and equipment. **Global Expansion:** Nike successfully expanded its presence in international markets, relying on the global recognition of the slogan.

Sales Growth-Increased Sales: The campaign led to a significant increase in sales, which can be seen in the rise in company revenue during the years the campaign was active. **New Product Lines:** The success of the campaign enabled Nike to successfully launch new product lines, including special editions of sports equipment.

Customer Loyalty-Increased Loyalty: The slogan "Just Do It" resonates with customers on an emotional level, fostering brand loyalty. **Repeat Purchases:** The growth of repeat purchases and long-term customer loyalty can be partially attributed to the success of the campaign.

Social Media Engagement-Viral Content: The campaign generated a large number of shares, likes, and comments on social media, demonstrating a high level of audience engagement. **Hashtag Trends:** Hashtags related to the campaign often went viral, further increasing visibility and user engagement.

Public Relations and Media Coverage-Positive Media Reviews: The campaign received extensive media coverage and positive reviews, contributing to the strengthening of the brand image. **Controversies and Discussions:** Some campaigns, such as the one with Colin Kaepernick, sparked controversies and discussions that further drew public attention to Nike, often increasing sales due to divided opinions (Zolak, 2024).

Cultural Impact-Impact on Popular Culture: "Just Do It" became a part of everyday language and popular culture, indicating the deep impact of the campaign on society. **Inspiration and Motivation:** The campaign inspired and motivated people

worldwide to push their limits, connecting with the core message of the campaign on a deeper level.

Stock Market Performance-Stock Price Growth: The success of marketing campaigns is often reflected in the company's stock market performance. Nike's stock value saw growth during periods following significant marketing initiatives related to "Just Do It". These indirect indicators of success provide a comprehensive overview of how the "Just Do It" campaign had a lasting and profound impact on Nike as a brand, its business, and its cultural status.

2. Red Bull Stratos: Red Bull organized an incredible event when Felix Baumgartner jumped from the edge of space, setting the record for the highest free fall. This event was not only impressive in itself, but Red Bull utilized all marketing channels to present it, including live streaming on YouTube. The effect of the marketing campaign when Red Bull organized the spectacular event with Felix Baumgartner jumping from the edge of space was extremely significant and garnered great public attention and excitement for several reasons:

Brand Awareness- Global Visibility: The jump was broadcasted by hundreds of media outlets worldwide, significantly increasing global awareness of the Red Bull brand.

Viral Content: The video of the jump and related materials went viral on social media, reaching millions of views in a short time.

Market Share-Sales Growth: After the campaign, there was a recorded increase in sales of Red Bull products, which is an indirect indicator of success in increasing market share.

Expansion into New Markets: The success of the campaign helped Red Bull expand into new markets, leveraging the increased brand recognition.

Customer Loyalty-Emotional Connection: The campaign created a strong emotional connection with the audience, fostering customer loyalty as people identified with the brand's adventurous spirit.

Repeat Purchases: Increased loyalty resulted in a higher number of repeat purchases of Red Bull products.

Social Media Engagement-High Level of Engagement: The campaign generated a massive number of interactions on social media, including likes, shares, and comments.

Follower Growth: The number of followers on Red Bull's social media profiles significantly increased during and after the campaign.

Public Relations and Media Coverage-Positive Media Coverage: The campaign received extensive media coverage, mostly positive, further solidifying the brand's image as a pioneer and innovator.

Long-term Media Presence: The media coverage was not just momentary but continued for months after the event, keeping the brand in the spotlight.

Cultural Impact-Inspiration and Motivation: The campaign inspired millions of people worldwide, becoming a symbol of bravery and innovation, thus cementing Red Bull's position in popular culture. **Long-term Effects:** The jump became part of history, leaving a lasting impact on the brand's perception and its association with extreme sports and adventures.

Technological and Scientific Contributions- Innovations and Research: The campaign resulted in significant technological and scientific contributions, enhancing the brand's credibility in the field of innovation and research. **Partnerships and Collaborations:** The success of the campaign opened doors for future partnerships with scientific institutions and technology companies.

Employee Engagement- Employee Pride: The campaign increased the pride and engagement of Red Bull employees, encouraging them to be part of a company that dares to push boundaries. **Attracting Talent:** The success and publicity of the campaign attracted talents who want to work in an innovative and dynamic environment.

3. Adidas and FIFA World Cup: Adidas regularly stands out as a sponsor of the FIFA World Cup in football. Besides providing kits for many national teams, Adidas has created innovative advertising campaigns that featured the best football players and the stories behind the game. The effect of Adidas's marketing strategy in connection with the FIFA World Cup has been significant and had a broad impact. The "Adidas and FIFA World Cup" campaign represents a significant marketing venture, especially due to the global popularity and following of the World Cup. The effects of this campaign's success are:

Brand Awareness-Global Visibility: Sponsorship of the World Cup increases global awareness of the Adidas brand, as the event is watched by billions of viewers worldwide. **Logo Recognition:** The Adidas logo is present in stadiums, on players' kits, and in advertisements, enhancing brand recognition.

Market Share-Increase in Market Share: Successful campaigns during the World Cup contribute to an increase in Adidas's market share in the sports equipment and apparel segment. **Expansion into New Markets:** Visibility during the World Cup helps Adidas break into new markets, especially in regions where football has immense popularity.

Sales Growth-Increased Sales: During and after the World Cup, Adidas often records increased sales of football products, including kits, footwear, and other sports items. **Exclusive Products:** Special product lines, such as limited edition kits and footwear, become popular and boost sales.

Customer Loyalty-Increased Loyalty: Association with a prestigious event like the World Cup strengthens consumers' emotional connection to the brand. **Repeat Purchases:** Fans and football enthusiasts often make repeat purchases of Adidas products due to the brand's association with their favorite sporting event.

Social Media Engagement-High Level of Engagement: The campaign generates a massive number of interactions on social media, including likes, shares, and comments. **Viral Content:** Promotional videos and photos related to the campaign often go viral, further increasing engagement.

Public Relations and Media Coverage-Positive Media Coverage: Adidas receives extensive media coverage during the World Cup, mostly positive, which strengthens the brand's image. **Long-term Media Presence:** Media coverage continues even after the tournament ends, keeping the brand in the spotlight.

Cultural Impact-Impact on Popular Culture: Adidas becomes synonymous with football culture and becomes part of the everyday life of sports enthusiasts. **Inspiration and Motivation:** The campaign inspires young athletes and football fans, associating the brand with a prestigious sporting event.

Technological and Product Innovations-Product Enhancement: Adidas often launches new technologies and innovations in its sports equipment during the World Cup, increasing consumer interest. **Design Innovations:** Exclusive designs and technologies introduced during the campaign become recognizable and sought after by consumers.

Employee Engagement-Employee Pride: The campaign contributes to a sense of pride and engagement among Adidas employees, motivating them to be part of a company associated with a prestigious sporting event. **Attracting Talent:** The success of the campaign attracts talent who want to work in an innovative and prestigious environment.

Financial Performance-Revenue Increase: Indirect indicators of the campaign's success include an increase in revenue, thanks to higher sales and global recognition. **Brand Value:** The campaign contributes to the overall increase in Adidas's brand value, strengthening its market position.

Market Positioning-Industry Leadership: Association with the FIFA World Cup solidifies Adidas's position as a leader in the sports equipment industry. **Increased Competitiveness:** The campaign allows Adidas to compete more effectively with main rivals like Nike and Puma. The "Adidas and FIFA World Cup" campaign demonstrates how strategic sponsorship and marketing activities during a globally popular event can significantly enhance brand recognition, sales, customer loyalty, and cul-

tural impact, while contributing to the long-term growth and success of the company.

4. Under Armour and Michael Phelps: When Michael Phelps won a record number of medals at the Olympics, Under Armour took the opportunity to create a powerful marketing campaign. Through advertisements showcasing Phelps's grueling training and the challenges he overcame, Under Armour successfully formed an emotional connection with consumers. This campaign achieved several significant effects:

Brand Awareness-Global Visibility: The campaign attracted global attention, increasing awareness of the Under Armour brand worldwide. The video went viral, significantly boosting brand recognition.

Media Coverage: The campaign received extensive media coverage, including both sports and mainstream media, further increasing brand visibility.

Social Media Engagement-High Level of Engagement: The "Rule Yourself" video generated a huge number of views, likes, shares, and comments on social media. The campaign sparked discussions and encouraged user interaction.

Viral Content: The strong emotional message of the video made it go viral, further amplifying user engagement.

Customer Loyalty-Increased Loyalty: The campaign created a strong emotional bond between the brand and consumers, fostering customer loyalty. Phelps's story of dedication and sacrifice resonated with many, strengthening brand loyalty.

Repeat Purchases: The emotional connection resulted in increased repeat purchases of Under Armour products.

Sales Growth-Increased Sales: The campaign led to a rise in the sales of Under Armour products, particularly those related to sports and training.

Exclusive Products: The products worn by Michael Phelps became highly sought after, further boosting sales.

Public Relations and Media Coverage-Positive Media Coverage: The campaign received numerous positive reviews and mentions, which enhanced the brand's image.

Long-term Media Presence: Positive coverage continued even after the campaign ended, keeping the brand in the spotlight.

Cultural Impact-Inspiration and Motivation: The campaign inspired many, not just athletes but the broader public, increasing the brand's cultural impact. Michael Phelps, as a symbol of perseverance and success, became associated with Under Armour.

Connection to Sport: Under Armour strengthened its position as a brand associated with top athletic performance and dedication.

Technological and Product Innovations-Product Advancements: The campaign highlighted the technological innovations and quality of Under Armour products, which increased consumer interest in new products.

Design Innovations: New products and designs introduced during the campaign became popular and in demand.

Employee Engagement-Employee Pride: The campaign increased pride and engagement among Under Armour employees, motivating them to be part of a successful and recognized company.

Talent Attraction: The campaign's success attracted new talent eager to work in a dynamic and innovative environment.

Market Positioning-Industry Leadership: The campaign solidified Under Armour's position as a leader in sports equipment, competing strongly with major rivals like Nike and Adidas.

Increased Competitiveness: The successful campaign enabled Under Armour to compete more effectively in the global market.

Financial Performance-Revenue Increase: The campaign led to increased revenue, thanks to higher sales and global recognition.

Brand Value: The campaign enhanced the overall value of the Under Armour brand, strengthening its market position.

The "Under Armour and Michael Phelps" campaign demonstrates how a strong emotional message and association with a sports icon can significantly boost brand recognition, sales, customer loyalty, and cultural impact, all contributing to the long-term growth and success of the company.

Marketing Strategies in Sports That Have Earned the Most Money

Marketing strategies in sports that have earned the most money are typically those that successfully leverage the global popularity of sports and engage a massive number of people worldwide (Dašić, 2023b). Here are a few examples: *Sponsorships:* Companies that manage to become sponsors of major sports events, leagues, or teams often achieve significant revenue (Mihic, et al., 2023). For instance, sponsoring the FIFA World Cup, the Olympics, or popular sports leagues such as the NBA, NFL,

or Premier League can provide a company with high visibility and access to a global audience (Ratković, 2023). *Athlete Sponsorship*: Brands that successfully sign contracts with famous athletes often see substantial financial benefits (Ratković, et al., 2023). This can include product placements or branding with well-known athletes in ads, on social media, or at events, which contributes to increased sales and brand recognition. *TV Rights and Broadcasting*: Companies that own the rights to broadcast sports events, such as TV networks or digital platforms, can generate significant revenue through advertising, subscriptions, or selling broadcasting rights in various countries. *Sports Equipment and Apparel*: Companies that produce sports equipment, clothing, and footwear have the potential to earn substantial revenue through the sale of their products. Brands like Nike, Adidas, or Under Armour often achieve high revenues from selling sports gear used by prominent athletes and teams. *Digital Marketing*: Utilizing digital media, including social media, online ads, and influencers, is becoming increasingly important in sports. Companies that effectively use digital marketing to engage audiences and promote their products or services can generate significant revenue through increased sales and market presence.

These strategies are just a few ways companies can earn money through sports marketing, but the key to success is usually the ability to accurately identify the target audience, create relevant marketing messages, and manage the budget effectively to achieve desired results.

Conclusion

Marketing has become a crucial discipline in modern market economies, and its significance extends to the sports industry. Athletes and sports organizations have recognized the benefits that marketing can bring, both in terms of development and financial security. In the latter part of the 20th century, marketing made a significant entry into the world of sports. The development of audiovisual media created exceptional opportunities for applying marketing in sports. Through marketing, the relationships between athletes and sports service users have evolved, with managers playing an increasingly important role in this process. The social significance of sports lies in the natural human need for physical activities, which contribute to the perfection of both mind and body. Sports play an important role in society by creating connections among people across various aspects of their lives. Modern sports have also become a successful business, subject to change and commercialization. The sports product represents a key element in the marketing mix, where pricing, image, and promotion play vital roles. Marketing campaigns in sports are a

key factor in the success and growth of sports organizations. By analyzing the most successful campaigns, such as Nike's "Just Do It," Red Bull Stratos, Adidas and the FIFA World Cup, Under Armour and Michael Phelps, and Coca-Cola and the Olympic Games, we can identify several common elements that contribute to their effectiveness and impact on sports organizations.

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PROMOTION AND PUBLIC RELATIONS IN THE SPORTS MARKET MARKETING PERSPECTIVE

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Abstract: This text reviews the book in the form of a monographic publication entitled Promotion and Public Relations in the Sports Market - A Marketing Perspective. The growth of the sports market requires a more serious scientific approach to the analysis of its segments, but also a better insight into the specifics of its development, given that they are the basis of the application of promotional resources. The following analysis is based on the fact that promotion is an integral part of marketing, then that scientific literature in the field of changing promotional potentials on the sports market is not sufficiently represented in Serbia and neighboring countries, and that there is a need to publish at an academic level. After a short review of the existing literature that contains the terms promotion, marketing, and sport in the title, the latest edition of the mentioned monographic publication is highlighted. The reasons are in the adequate selection and optimal combination of marketing and promotional topics, then in the structure that indicates a scientific approach, and in the positioning of the key communication potentials in the sports market concerning the segment, and thus its particularities. The aim of this article in the form of a review is to point out the significant contribution of the mentioned monographic publication to the academic environment and to the practice of the sports market.

Keywords: promotion, PR, sports market, marketing, communications

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Introduction

The sports market is experiencing significant growth, both in the primary and secondary segments. The sports market is projected to generate a total revenue of USD 2.65 billion in 2025 worldwide. This market segment is expected to have a compound annual growth rate (CAGR 2022-2027) of 9.62%, resulting in a projected market size of \$4.17 billion by 2027 (Statista Market Insights 2024). Therefore, the need for analyses, especially scientific in this area, is growing, which results in the appearance of new publications with topics related to the economic aspects of this market. One such topic is marketing and promotion in sports. In our region², the first significant book dealing with marketing in sports, which can be said to have been written at an academic level, is the book *Marketing in Sport* (Tomić, 2001) 2001, published in Serbia. In the same year, the book *Management and Marketing in Sport* appeared (Ljubojevic, 2001). Three years later, *Sports Marketing* (Gašović, 2004) appeared, and in 2009, the same author published *Marketing of Sports Organizations* (Gasovic, 2009). After a long time³, in 2018, the book *Marketing in Sport with Elements of the Sports Industry* (Ratkovic and Dasic, 2018) was published, which is used at faculties, both in Serbia, as well as in Montenegro and Croatia. In addition to it, a book that is also a faculty textbook is *Marketing in Sport* (Alčaković, et al., 2019) by a group of authors from 2019.

In the Republic of Croatia, the books *Public Relations - Theory and Practice* (Tomic, 2016) and *Strategic Management of Sports Communication* (Tomic, et al., 2019) were published by a group of authors, group of authors⁴. The books of these authors are included in this analysis, although the titles do not contain the keywords promotion, marketing, and sport, because, in most of the content they talk about promotion on the sports market, that is, its primary segment. Before these editions, the

² Hronology related to Serbia, Montenegro, and Croatia is primarily summarized here.

³ In 2005, the book *Marketing in Sport, Sports Promotion and Marketing Mix* by Professor Duško Tomić was published, however, it remained the focus of the part of the academic community that studies this area for a very short time.

⁴ In 2021, the first author also published the book *Management and Communication in Sport*, however, the search for significant publications presented here was based on the words marketing, promotion, and sport, and publications with the keyword management are excluded, regardless of whether they are in this title is related to communication (which is considered in certain circumstances to be synonymous with promotion, as in the case of the previous book by the same author), because it is a broad term that, in addition to the searched terms, includes a large number of others.

book *Sports Marketing and the Sports Industry* (Novak, 2006) by Ivan Novak was published in 2006. Pored navedenih značajnijih izdanja, pojavljuje se još jedno, a to je *Sportski marketing grupe autora iz 2020. godine* (Kos Kavran, et al., 2020). Namely, by the rules of work at individual higher education institutions, professors must prepare materials for courses, and this publication, which is offered in online form, appears at the Međumura Polytechnic in Čakovec and is highly visible and thus significantly cited in scientific journals. works. However, as the mentioned publication is still in the form of a script, regardless of the mentioned qualities, it cannot be put on a par with other publications, but it should certainly be taken into account as a serious work.

Author Popović is the author who published the book *Communication and Promotion in Sport in Montenegro* (Popović, 2018). The second edition was published in 2022. (Research was done according to Cobbis.)

The common feature of the aforementioned publications is the simultaneous theoretical and practical approach and the possibility of using them as textbooks at higher education institutions. In addition, in terms of content, these publications cover a wider range of topics to an extent that is suitable for formulating subjects in both undergraduate master's and doctoral studies. They were chosen based on the above parameters, as well as through the keywords marketing, promotion, and sport. However, one more should be added to this list of important publications, regardless of the narrower focus of the content. We are working on the book *Marketing of a Sports Event - Olympic Games 4.0* (Trkulja, 2022) 2022, authored by Miloš Trkulja, which is based on a work by the same author from 2008 entitled *Marketing of a Sports Event - Olympic Games* (Trkulja, 2008).

Each of the publications highlighted here as significant includes a review of the communication and promotional aspects of the sports market, however, they are dealt with largely within the scope of known promotion techniques, with public relations being singled out as a particularly significant communication potential. As it was noticed as one limitation that is increasingly serious considering the growth above of the sports market, there is a growing need for a more comprehensive scientific approach to the analysis of promotion in sports. Bearing that promotion is an integral part of the modern marketing approach, the authors Ratkovic and Penzevic create content they will call *Promotion and public relations in the sports market - a marketing perspective*. In addition to considering the promotional aspects of the sports market, not neglecting the fact that the potential of integrated marketing communications derives from marketing resources, they divide this market according to logical criteria into primary and secondary parts, considering that the

growth of the second directly depends on the growth of the first, but also on the trends that come from the macro influence. However, as the primary segment is the basis for the creation of the secondary segment, they define a set of specifics in this part, and in the context of marketing and promotion, thus distinguishing public relations as a key means of communication in the first segment of this market.

The mentioned monographic publication, which has been accepted for use in the form of a textbook at the Faculty of Sports of the University "Union - Nikola Tesla", is a work that will certainly significantly enrich the library fund of higher educational institutions, which is the reason for the analysis of its content in the rest of this text. The contribution of this book is reflected in two directions, one of which is related to the education of future experts in the field of marketing, promotion, and public relations in sports, while the other is aimed at practitioners who are already performing tasks related to the aforementioned fields. The reason for this is the content, which includes both theoretical and practical references to the field of promotion in sports. The theoretical approach involves the presentation of key and related phenomena, terms, and processes, as well as concepts and instruments from the field of promotion in sports, but also related fields such as marketing and public relations. On the other hand, the practical contribution is in the applicability of the presented content, both through the simplification of the mentioned procedures and processes, and through the presentation of a large number of current and relevant examples.

Review

The content of the book *Promotion and Public Relations in the Sports Market - A Marketing Perspective* begins with a preface in which the authors give an overview of the upcoming topics, as well as an explanation for whom and why this publication is intended. Following the announcement, the approach used to present the content is from broader to narrower, as is logical, or at least present in the material that aims to educate students. On the other hand, and bearing in mind the monographic characteristics of this work, the authors Ratković and Penezić have divided the content into six units that cover key topics for understanding the application of promotional tools and strategies in the sports market, which are rounded off in such a way as to provide a complete picture of challenges, limitations, and advantages of possible ways of their implementation.

Bearing in mind that the subtitle of this book emphasizes the marketing perspective, it is necessary to look back at the reason for this approach to the treatment of topics

that fall into the field of promotion in the sports market. Namely, and as the authors observe, promotion is not synonymous with marketing, but rather a part of it, and the one that is the most transparent to the target groups, but also to the general public. Also, it should be emphasized that this applies to everyone, not just the sports market. Nevertheless, in the sports market, there is a partial explanation (though not a justification) why promotion is used as a synonym for marketing, which represents an area much wider and more complex, both than promotion and any other integral part of it, regardless of whether it is we are talking about the marketing mix (which includes promotion as an element), or another concept, procedure, and instrument. That explanation is found in the fact that in the primary segment of the sports market, some elements of marketing are applied much more often than in other types of markets, and they belong to promotional techniques, that is, they are part of promotional strategies, which are therefore the most represented. Here we should refer to another useful explanation given by the authors of this book, which is the division of the sports market into primary and secondary parts. The primary segment, the one in which the most common choice of marketing potentials has been shown to fall on promotional techniques and strategies, and includes athletes, sports organizations, sports media, i.e. sports events, sponsors, etc.

Without the primary part, the secondary part would not exist, even to a significant extent, even though its participation is very significant in the overall sports market. In the secondary segment of the sports market, all manufacturers and traders of sports clothing, props, and equipment, as well as the fitness industry, participate, as well as participants such as medical institutions that provide rehabilitation services to athletes and others. Bearing in mind this division, the authors of the book use an innovative approach to identifying and studying the application of promotion in the sports market, which is one of the key contributions that are the backbone of the presented content. Ratković shows his knowledge of the complex issues of marketing in several of his publications, such as the books *Marketing Strategies* (Mileno- vić and Ratković, 2009) and *Marketing* (Mileno- vić and Ratković, 2021), but also through narrower analyses aimed at other types of markets such as banking and postal (Ratković, et al., 2017). Pointing to the development of marketing from a focus on the product to a focus on employees (Ratkovic, et al., 2012), as well as the importance of good relations with customers (Ratkovic, et al., 2011) and employees (Rat- ković, 2009), Ratković enters into details of the modern marketing approach, which later in its publications directs its application to the sports market. As the task of modern marketing is to create good and long-term relationships with customers, the aforementioned analyses are considered a prerequisite for the achievement of this goal, which Ratković emphasizes by looking at building relationships with customers

as a strategy that will improve the modern concept of marketing (Ratkovic, et al., 2013).

After clarifying the basic concepts, as well as those that are controversial, which unfortunately are too many, both in the field of marketing and the field of promotion, but also in public relations and the field of sports, then clarifying the key procedures, as well as the framework for the application of promotional potentials, the authors after the first chapter in which they present all of the above, they point to the importance of sports in modern society. The next segment of the issue is the chapter that refers to the opium of communication with the factors of the sports environment. The authors start from the fact that they consider communications as a means of achieving competitive advantage, which Ratkovic deals with in other publications as well (Garaca, et al., 2013). By identifying the factors of the environment, that is, participants in the sports market, they point out subjects with whom communication should be established as a process, one part of which is precisely promotion. The participation of promotional potentials in the communication process depends on the relevance of the factors surrounding the sports subject, but certainly, communication is the basis of promotion. In this chapter, the authors clearly show the key subjects with whom a relationship should be established, both in the primary and secondary segments of the sports market. Through a detailed analysis, from the aspect of the internal and external environment, highlighting public relations as an important segment of communication in the primary market, they lay the foundations for the presentation of promotional potentials in the rest of this book. Most of the analysis in this chapter is directed towards communication with the target consumers of products and services, with the suggestion that researching their characteristics is an extremely important activity. It is precisely concerning the characteristics of the target groups that a communication plan should be created (Jotanovic, et al., 2017) and taking into account organizational and other preconditions (Dasic and Ratkovic, 2022).

In the continuation of the content, in the following chapter, they go into topics about the media, emphasizing the importance of the modern information and communication environment. Current trends in the global sports market show that social media are taking the place of mainstream media, but this process is accompanied by great challenges and limitations that stem from the fact that no one has yet dealt with them in the literature from a scientific point of view. This chapter leaves room for more detailed analyses of the problems of today's media, but the authors of this book provide a good basis for researching their potential and implications on the sports market. This approach allows other authors and researchers in this field to make their contribution that will be based on the questions raised here,

as well as on the framework through which the key topics need to be addressed further. At the same time, and which represents a significant contribution that is evident in the rest of the book, as well as before this chapter, Ratkovic, and Penezic emphasize the importance of the principles and traditional (but not outdated) approach to the analysis of promotional potential that they connect with marketing and other related areas, which is the sports market singled out as important. In this part of the monograph, the findings of the author's earlier works, such as the study Contemporary challenges of media management (Penezic, 2023), are summarized and important for her, especially useful in the context of global challenges faced by media companies, but also indirectly by other actors that they undoubtedly have influence. It is about these other important related areas that they talk about in the fourth chapter, where they establish the connection between the main marketing potentials that can be used and promotional purposes. In addition to the elements of the basic pattern of the marketing mix, throughout the chapter, they emphasize the role and importance of employees in the sports market. The importance of employees in the marketing context has been known for a long time and emphasized in many works by the author of this book (Ratkovic, 2009).

As a significant part of the activities in the sports market is realized through the direct participation of employees, their role in promotion becomes more important. In the primary sports market, they also consider athletes as employees, and in the secondary market, they highlight their promotional potential in the fitness industry. Here is also a review of the specifics of the sports market, considering the multiple roles of employees, then the participation of sports events, as well as the large share of the just mentioned fitness industry and its growing trend, both in the world and in Serbia. Following these, but also other specificities that arise precisely from the nature of the sports market (Ratkovic and Dasic, 2023), the authors talk about the identified promotional potentials that are relevant in the primary and secondary segments.

The key feature of promotion in today's global sports market is the integration of all possible promotional potentials that arise not only from a set of promotional techniques but also from other resources, the most represented of which are those from the field of marketing. This is clearly emphasized in the fourth chapter, from the analysis of the marketing aspects of the sports product (Ratkovic, et al., 2023) to all other elements of the marketing mix, which is another contribution of this publication. As it is about integrated marketing communications in the sports market, this contribution to the fund of written material is even more significant. One of the explanations is that globally famous athletes are significant influencers who exert a promotional influence more than any other influencers. That influence is multiple,

and starts from the role of employees in their promotion (Dasic, et al., 2021), through the promotion of the sports organization to which they belong, to the promotion of various socially responsible topics. Such a multiple role of famous athletes cannot be ignored but must be coordinated in such a way as to contribute to the overall effect of the promotion of the sports organization, but also of the athlete himself, given that he represents the product on which certain marketing activities are carried out. Therefore, athletes, as one of the specifics of the application of promotion in the sports market, have potentials that belong to integrated marketing communications, which Ratković and Penezić observed and emphasized, and which represents a significant theoretical contribution of this publication, given that there are still no analyzes that this way they show the role of athletes in the context of these communications.

In the next chapter, which is also the most extensive, which is quite expected, the authors write about promotional techniques, which leads to the core of the title of this book. From advertising, through personal selling, then sales promotion and direct marketing, they come to public relations (Ratkovic, et al., 2022), publicity and sponsorship (Ratkovic, 2023), as well as other promotion techniques. In this chapter, for each of the mentioned promotional techniques, where it can be evaluated in general, they emphasize in which part of the sports market they are used more. Thus, for public relations and publicity, they point out that their role is crucial in relation to other promotional potentials in the primary sports market, especially when they are in the path of a crisis situation. Also, in the same segment of the sports market, they point out the use of sponsorship, because it represents a significant basis for the functioning of the primary segment of the market. However, from the aspect of marketing analysis, sponsorship does not play a significant role with big and well-known clubs, as well as with athletes, except for its basic function, which is financing, while for smaller participants in the primary sports market, the role of sponsorship is also significant in terms of marketing. Namely, in the case of smaller, or less well-known participants in the primary sports market, the role of sponsor, in addition to financing, has other important connotations for analysis, such as image transfer, the method of choosing the subject of sponsorship, etc. Of course, this also exists with larger participants, but it is represented and significant to a much lesser extent, given that the objects of sponsorship are already globally positioned, and it seems that they often choose sponsors and transfer their image to them. Considering that this is the approach to explaining the ambiguous role of sponsorship, it can be concluded that the authors of this publication delve into the issues of the topic in detail, to identify the hidden potential of promotion. At the same time, and bearing in mind the representation and importance of public relations and sponsor-

ship in the primary sports market, they explain that precisely these promotional potentials are used in a much broader sense in practice and that they are so significant that they deserve a separate analysis in publications of this form, which would only deal with them. In this sense, they emphasize that in the context of the functioning of the primary sports market, it is precisely public relations that represents an area that is on the same level as marketing, and that as such it must be given its deserved place, both in theory and in practice. The explanation why this promotional potential is classified as a series of promotional techniques in this book, or chapter, is found in the marketing approach to the content they deal with because this approach allows processing a larger number of topics that have implications for the topic of promotion in the sports market. As this monograph is planned to be used as a textbook, this topic had to be treated in this way.

The application of promotional techniques is presented in this book through a strategic promotion framework that correlates with the overall marketing strategy of a sports organization or any other participant in the sports industry. The presented strategic framework applies to other markets as well and includes both traditional and digital media infrastructures. The authors respect the well-known strategic principles of implementation of promotional potentials but respect the specifics of the sports market. As a greater number of specificities are present in the exemplary segment of this market, the known strategic frameworks must be modified accordingly. The fact presented in this book is that public relations is the most used compared to other promotional potentials (the authors note well that this promotional potential should not be called a technique, although it consists of a large number of techniques), or maybe better to say that they are the most useful tool in crises, which are not rare in this market, it shows that the authors know the sports market well, as well as promotional strategies. Additionally, what confirms the above is the approach to explaining publicity in the sports market. They see this promotional potential as both a cause and an outcome of certain activities. When they talk about publicity as a cause, they refer to certain crises, such as scandals caused by athletes, which result in negative publicity. The first activity undertaken in that case, which falls within the domain of communications and promotion, is public relations. In cases where publicity is a consequence, it can arise as a result of public relations, which is expected to be positive, or as a result of any other activity, that does not belong to the domain of promotion or communications, but which contributes to the image of the sports entity. Therefore, the authors clearly explain the nature of the emergence of publicity, pointing out its dual importance, as well as the connection with public relations, but also with all other activities of the sports entity that can improve, but can also damage the image.

In the last chapter, the authors provide a broader view of public relations, placing them in the context of social responsibility, and the opportunities that the sports market can provide. In addition to the aforementioned parallels with social responsibility, they also show the relationship with public relations and sponsorship, as well as with other topics that are closely related to the sports market. This chapter differs from the others because it is much more theoretically and conceptually oriented, but it rounds off the impression of this publication in the direction of a monographic form, given that the authors provide a kind of summary, as well as concluding considerations, on the selected topics. At the same time, it is enriched with new insights from practice, highlighting those dimensions that today are important to see and understand adequately since they are dominantly present in the practical implementation and achievement of success in this field.

The special value of the book is represented by the analysis of recent examples from everyday sports (practice), which are contextually selected for a reason and skilfully presented. They complement each of the individual chapters previously discussed, making the mosaic of topics it covers whole and authentic.

Conclusion

The growth of the sports market requires continuous monitoring of all the factors that make up this market, both from a practical and an academic point of view. Following this need, a scientific approach to the analysis of the application of marketing and promotion in sports is necessary, which includes relevant publications at a scientific level. This paper provides information on important publications in the field of marketing and promotion in the sports market from Serbia and some neighboring countries but also provides a detailed review of the last published book entitled *Promotion and Public Relations in the Sports Market - A Marketing Perspective*.

This book represents a significant contribution to the fund of theoretical resources on the topic of promotion in sports in a broader sense, but also a contribution to the practical benefits that can be achieved based on the presented topics. A large number of examples illustrate each of the described chapters, which puts the theoretical characteristics of this publication in the context of real and current practice. Therefore, this monographic publication can be useful both for students of faculties studying promotion in sports, marketing in sports, and public relations in sports, as well as practitioners in the sports market, i.e. managers who aim to improve the image of the sports entity they work for. However, this book can also help anyone engaged in scientific research work in the field of promotion and public rela-

tions in sports, given the significant number of presented concepts and the highlighting of significant relationships between key phenomena and processes in the sports market that take place in the context of promotion either which segment of it. The way of thinking and connecting that the authors of this book gave through its content, represents an innovative approach to the study of all important topics related to promotion in the modern sports market. Bearing in mind the above, it can be concluded that the book *Promotion and Public Relations in the Sports Market* is a marketing perspective of current content with an innovative approach combining theory and practice.

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Review

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CULTURE OF ORTODOXY AND JOURNALISM IN CONTEMPORARY SOCIETY

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Abstract: We live in a world of superficiality and hyperproduction, often obsessed with an apocalyptic spirit, where the culture of instant sensation is frequently imposed as the only choice. This context of contemporary living is furthered by the effects of media content inundated with sensationalism, crime news, and similar materials. In the first part of the paper, we will point out the "culture of death" which has become a daily reality and whose key component is fear, imposed as an antithesis to the Christian ethos. Within this framework of living, a person finds themselves in a state of intoxication from the sedative effects of "yellow journalism". The consequence is a state of depression and apathy, given that bad news and superficial sensations are offered as the only reality, since the media distributes them cloaked in euphemisms with an emphasis on necessity, aiming for profit while making it easier for individuals to decline. Such a model of media operation contradicts the foundational principles of the journalistic profession, which are also part of its ethics. Therefore, in the second part, we will focus on the state of the media and journalism, examining the consequences of their work, as well as the importance of adhering to the core principles of this profession. Finally, we strive to indicate possible paths back to common sense, as well as to better physical and spiritual health, with the aim of healing the souls of individuals and society as a whole. In this sense, the Christian culture emerges as a potentially significant factor. Hence, we emphasize the importance of establishing a new paradigm of media work that, while necessarily following the contemporary reality, must also reflect the values propagated by this culture, thus influencing a different mode of media operation based on respect for journalistic ethics. In this way, we present our position on the topic, grounded in experience and the results of conducted research.

Keywords: the problem of evil in the world, culture of Orthodoxy, contemporary life, modern media, contemporary journalism

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Introduction

The word "culture" comes from the Latin word "cultura" (*cultivation, respect, customs, upbringing*). It indicates the degree of social development, that is, the level of acquired behavior patterns, discreetly overlaying the ethos of contemporary man. It is one of the key factors in the sustainability/unsustainability of a society as a whole. The primacy in social life belongs precisely to culture, and the goals of society are not achieved through politics or economics but through culture (Berdyayev, 1990). Culture encompasses the relationship to friends, family, colleagues, the country, and has the strongest impact on our reality. The indispensable component of this reality is also, therefore, the media: print, electronic, as well as literature in general. They are, consequently, within our focus as we follow the analysis of the selected topic.

We live in a paradoxical time, where on one hand media and information outlets reach their peak of influence, grounded in digitalization and brief content, while on the other, they are colored by aggressive and stimulating messages, often crossing the line of objective and truthful reporting. In this paper, we will attempt to propose possible solutions based on the foundations of Christian culture, with the ultimate goal of creating a new and more humane society, where joy and goodness will be imperative and the ultimate aim. In this way, our goal is also to contribute to opening a new field of social norms and relationships.

The Culture of Death and the Media

In everyday life today, especially through media content, an instant culture is dominantly offered. The era of Facebook, TikTok, and Instagram seems to abruptly take precedence, leaving behind the decades of the established "modus operandi" of consuming print media in bookstores and various shops. Everything is accelerated and short-lived. Content does not delve into depth; rather, it offers conclusions, syntheses, and pre-established constructs before engaging the cognitive process, not "burdening" the consumer to pause, reflect, and critically analyze any phenomenon. Such weights further complicate matters, directing observers to drown in pre-conceived measures and narratives.

Numerous studies can also vividly describe the state of media (and beyond) in Serbia. For example, the website focused on media freedom and media workers, "Cenzolovka," in a 2023 article points to the issues of an anesthetized public, attacks

on journalists, and a lack of solidarity.¹ These are factors that undeniably negatively affect freedom of expression and the development of a democratic society.

In support of our thesis that the media in Serbia have significantly regressed, we can also mention a study on the media representation of children, conducted before the pandemic by CEPROM². The research was carried out on national television channels (RTS 1, TV Pink, TV Prva, TV O2, and TV Happy), as well as in seven daily newspapers (Danas, Politika, Večernje Novosti, Blic, Kurir, Informer, and Srpski Telegraf).³

The results show that the daily average of aired segments or printed articles about children does not exceed the number 1. This clearly indicates the level of interest in the most vulnerable population. Furthermore, almost 60% of reports about children in print media have a negative connotation, while in video content, that percentage is better (around 30%). Nevertheless, the cumulative result shows that nearly half of the reports have a negative connotation. Alarming, in as much as 60% of these reports, the topics relate to child abuse, drug addiction, accidents, and violence, while only occasionally does a positive news story about young people's successes and achievements emerge (see Figure 1).

Professor Veselin Klajić from the Faculty of Political Sciences at the University of Belgrade notes that sensationalism is the reason for the media's approach mentioned above, but he also emphasizes that the special danger lies in the fact that this concerns the most sensitive social groups, and the consequences in this context are dire. Klajić concludes: "Sensationalism at the expense of content is the formula for success for most domestic media, and this research has confirmed it. This practice has lasted for a decade continuously, with a constant increase in the intensity of that sensationalism, so what were once shocking news stories have today become just one of a hundred similar news stories that the media bombard us with every day. When a person becomes desensitized to such content in the media, which inevitably happens when exposed to it daily, the threshold of tolerance for violence and various other incidents in everyday life increases, which is the most dangerous consequence of such reporting."⁴

¹ For more details: <https://www.cenzolovka.rs/pritisci-i-napadi/medijska-slika-srbije-anestezirana-javnost-napadi-na-novinare-i-manjak-solidarnosti/> (accessed on September 26, 2024).

² Center for the Professionalization of Media and Media Literacy

³ For more details: <https://jugpress.com/kako-mediji-u-srbiji-izvestavaju-o-deci-neza-interesovano-negativno-senzacionalno/> (accessed October 2, 2024).

⁴ For more details: <https://jugpress.com/kako-mediji-u-srbiji-izvestavaju-o-deci-neza-interesovano-negativno-senzacionalno/> (accessed October 2, 2024).



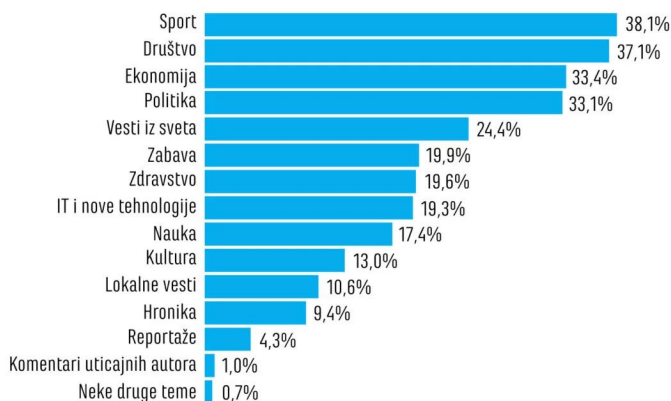
Figure 1.⁵

In overcoming the problem of reporting on youth (especially children), on one hand, adherence to the provisions of the Journalist Code of Serbia should be promoted, but a comprehensive "sobering" would also be beneficial. The foundations of this can be seen in moral and ethical principles, as well as in the basic culture of individual behavior, whose basis we can undoubtedly find in the Christian ethos.

In 2023, CEPROM also conducted research on the biggest obstacles to introducing subscriptions for online media in Serbia. These primarily include distrust in the media, "copy-paste" journalism, excessive advertising, and clickbait content (see Figure 3). The same center also conducted research on the topics that interest viewers the most (see Figure 2). The study was conducted on a sample of 700 adult citizens of Serbia.

⁵ For more details: <https://www.ceprom.rs/2018/10/26/kako-mediji-u-srbiji-izvestavaju-o-deci-nezajinteresovano-negativno-senzacionalno/> (accessed October 2, 2024).

KOJE VAS TEME NAJVIŠE INTERESUJU?



CEPROM

Centar za profesionalizaciju
medija i medijsku pismenost

Figure 2.⁶

The results of this research also indicate the current state of the nation. Firstly, we see that the greatest interest is in sports, the economy, and politics. Interest in reports, science, and culture is below a modest 20%. Furthermore, the population primarily gets its information through internet portals, social networks, and TV. In this way, media content consumers obtain more than 95% of their information, while print and radio sources account for less than 2%. An interesting result also shows that only 20% of people have paid for any media content. Indirectly, it is thus clear how much trust there is today in media companies as sources of information.

⁶ For more details: <https://www.danas.rs/vesti/drustvo/nepoverenje-i-nekvalitetan-sadrzaj-najvece-prepreke-za-uvodjenje-pretplate-na-onlajn-medije-u-srbiji/#comment-form-div> (accessed September 26, 2024).

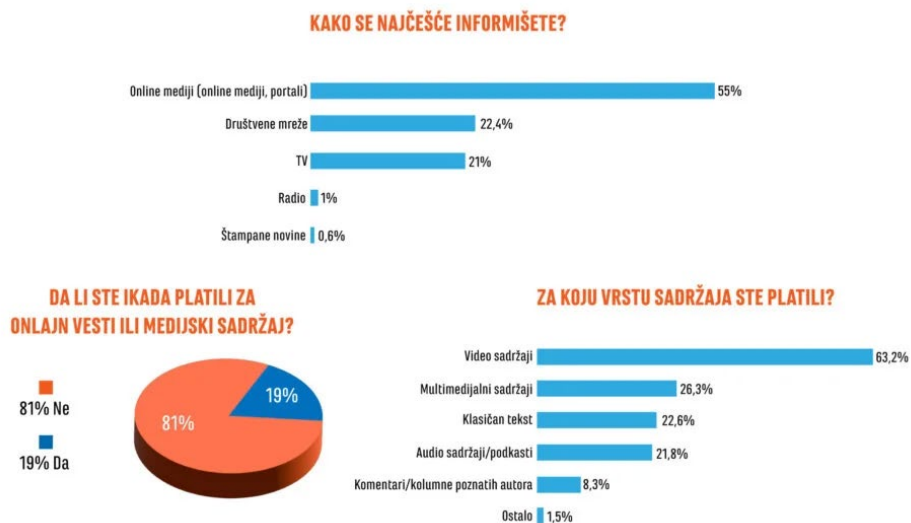


Figure 3.⁷

Finally, the research shows that media consumers primarily pay for multimedia and video content. Only about 20% pay for columns by well-known authors, audio content, and so-called classical texts. From all of the above, we can conclude that the relationship of media consumers is mostly superficial, and they are insufficiently critically oriented toward the content they use. It is evident that the average user is largely passive and uninterested in deeper analytical forms, focusing primarily on sports and entertainment, as well as superficial information about political and economic topics.

We believe that all of this creates a wide field for abuses, manipulation, and other negative influences. Therefore, there is an imperative for the rapid engagement of all important capacities, along with serious control over the selection and processing of information that is published, through a holistic approach. This means working actively to establish a new system of information and education, whose foundations

⁷ For more details: <https://www.danas.rs/vesti/drustvo/nepoverenje-i-nekvalitetan-sadrzaj-najvece-prepreke-za-uvodjenje-pretplate-na-onlajn-medije-u-srbiji/#comment-form-div> (accessed September 26, 2024).

must be based on respect for ethical and moral principles, also contained in the Christian cultural heritage.

An additional problem, viewed globally, is the so-called anti-culture, whose foundation can be found in the era of superficiality and obscurity in which we live. There are numerous examples worldwide of popular events that reflect such phenomena in all segments of modern society. Our society is also affected by these trends. It is as if a new value system is being subtly imposed, whose foundations are not based on Christian culture and moral values in a broader sense, but rather on principles permeated by the results of fallen human nature. The ethical frameworks that are thus propagated are, therefore, at least un-Christian, and fail to truly measure up to humanity.

We can thus conclude that we are dealing with a culture of death, as its strongest component is godlessness and disrespect for principles and authority in a broader sense. Thus, everything that is an antithesis to life, prosperity, and development is part of this culture. From this perspective, in the media, human suffering, pain, and death are presented euphemistically, in a manner acceptable to the broader population, where we encounter terms like reduction and loss of human resources, collateral damage (and errors), while on the other hand, death is presented as a result, reducing humans to beings living under an apocalyptic spirit burdened by the end times.

The Christian perspective, however, is different and stands in opposition to the culture of death. It offers hope for new life, for Resurrection, and the ultimate victory of life over death. The aim of this text is to point out an alternative path, that counterbalance and antithesis to death and suffering. It also highlights the role of information in this regard—thereby including media actors and their responsibilities along this path.

A Sacrifice for the Life of the World

Modern individuals are often burdened by problems, leading them into a state of hopelessness. As we live in a secular society where the experience of life is seen as meaningful and significant in and of itself, disconnected from anything that could be termed transcendent, the meaning of life is ultimately reduced to a lack of meaning (Schmemmann, 2014: 26). In this context, it is not surprising that studies show that the leading disease of the 21st century is depression. This leaves many questions unanswered, and ultimately, death presents itself as the only certainty, often trapping individuals in a cycle of awaiting a catastrophic outcome to happen. The result is

depression, apathy, and fear of death. Here, we can notice the connection between today's culture and the global media landscape, which is dominated by superficial entertainment and low passions.

The Christian ethos stands in stark contrast to this. Orthodox culture, therefore, points to the One who created the world, who sacrificed Himself for it, and who alone can save it. He offers the ultimate victory of good over evil, of life over death. "Death is swallowed up in victory. O death, where is your sting? O Hades, where is your victory?" (1 Corinthians 15:54-55). The essence lies in finding the meaning of life that transcends the "merry-go-round" of sorrow, death, and evil. Death is not part of God's original plan but is the result of subsequent circumstances. Humans were not created to die; however, after the fall into sin, they become subject to death and the laws of decay, as they freely chose death. God created the world out of nothing, and life without God is non-existent. However, after the fall, humanity becomes mortal, and death turns from a possibility into a reality. Nevertheless, all rational beings can be recreated because God is love, and this is part of His plan. Everything God created will not return to absolute nothingness, and all that He has created—rational beings, angels, and humans—will not cease to exist, although only those who are godlike will receive eternal life.⁸

That hope, that joy, that light, is He who gave us everything and paid the price with His blood, opening the path to salvation. "He has blessed the world, He has blessed man, He has blessed the seventh day (i.e., time), which means He has filled everything that exists with His love and goodness." (Schmemmann, 1979: 15). On the other hand, humanity stands at the center of the world, uniting it through the act of blessing God, receiving the world from God and offering it back to Him. By filling the world with this gratitude, this Eucharist, humans transform their lives—from a life received from the world to a life in God, in communion with Him. The world was created as "matter," the material of a comprehensive Eucharist, and humans were created as the priests of this cosmic sacred mystery (ibid). All of this is something that humans feel even instinctively, and the centuries of secularism, including the contemporary culture of death that we can view as a contour, a paradigm of modern culture, have not managed to separate humanity from God, from the source of life.

Conversely, it has become natural for humans not to live a life of gratitude and not to be eucharistic, as they have forgotten that God is present in everything. It seems as though we are surrounded by an all-encompassing secularism attempting to steal

⁸ For more details: Bishop Niški Dr. Jovan, "The Problem of Death and Evil in the World" <https://www.youtube.com/watch?v=72qay7Y1ZfU> (accessed October 1, 2024).

the world from God (Schmemmann, 1979: 16). In this context, we can also view the culture of living. Therefore, it is necessary for humanity to change, to turn to the source of life, to commune with God in whom all life exists, so that they can receive the eternal gift of life. From this perspective, we can lay a foundation for further action and existence, for otherwise, the agony will not cease, and life will be reduced to utilitarian and instinctual satisfaction of superficial human, primarily hedonistic, needs.

Morality and Ethics in a Mediatized Reality

In contemporary everyday life, the categories of morality and ethics are often misunderstood and frequently perceived as the same. Although they cannot be considered separately in practice (without understanding the other), it must be noted that "morality, as an absolute and universal category, represents a set of rules that individuals accept and strive to obey," while "ethics represents a rational process of applying existing principles when two moral constraints collide" (Milenković, 2023: 17). Thus, examining the relationship between these two categories (morality and ethics), it should be emphasized that morality actually represents "a set of universal rules by which people govern themselves to become part of the social community in which they live", while ethics "contrary to the universality and absoluteness of moral rules, represents the personal application of certain values," concludes the same author (ibid: 18).

This leads us to recognize individual professional ethical frameworks that accompany specific occupations, such as journalism. The ethics of the information field encompasses three primary levels: descriptive, strategic, and normative (ibid: 20). Additionally, Dale Jacquette emphasizes that journalistic ethics can be succinctly represented as "the obligation of journalists to report truthfully to the greatest extent possible about matters relevant to the public interest" (2007: 19). The fundamental dimensions of journalistic ethics are freedom of information, truth, and respect for human dignity, which gain much of their formalization in the practice of this field through the self-regulatory framework of the journalistic profession, operationalized through journalistic codes and the role of professional bodies and organizations. Alongside them, as a kind of bulwark and corrective, stands the valid formal-legal framework that protects media actors and the public while compelling media professionals to adhere to rules derived from the aforementioned ethical dimensions. However, in practice, both of these dimensions of normative and responsible media work are often marginalized due to the diversity of practices worldwide and

from one media organization to another, particularly due to the absence of penalties and insufficient specificity of formal rules and measures of their adherence.

Jacquette rightly reminds us that "journalists have special moral rights, along with associated moral responsibilities" (2007: 21), while "the ethics of any profession, including journalism, provides a miniature model of moral values" (ibid: 28). The basic principles of valid journalistic practice are also contained in the portion of the Munich Declaration from 1978 that pertains to: 1. freedom of expression and criticism; 2. protection of professional independence and integrity of journalists; 3. respect for truth, fairness in the information-gathering process; 4. respect for sources of information; 5. elimination of all forms of discrimination and ensuring equal treatment for all in the reporting process (according to Milenković, 2023: 45). Rowland Lorimer noted that the journalism profession has "a set of ideals to which its employees adhere and invoke in their work," and that "modern journalism sees these ideals in the social position and role of the media and their profession" (1998: 150–153). Their ideals are focused, as he also points out, on "the pursuit of information, based on a commitment to treat events and individuals impartially and fairly, and to respect the welfare of the community and humanity in general, in a spirit devoid of cynicism" (Lorimer citing the conclusions of the "Royal Commission on Daily Newspapers in Canada" from 1981). These ideals are thus perceived as a logical extension of one of the basic rights of every individual—freedom of speech—and they have historically helped this profession maintain its significance, rights, and place in society while also influencing the formation of norms that protect the rights of the profession itself.

Although often unaware of it, journalists frequently find themselves in situations that lead to moral reasoning contained in the phases of the so-called ethical decision-making formula, which involves "defining the situation, analyzing it, and making an appropriate decision regarding the identified ethical issue," which requires assuming the role of a moral agent and defending the decision made based on moral theory (Day, 2008: 88–96). In this way, their responsibility in practice is manifested and can be interpreted. The responsibility of the media, however, is "not merely a summation of the individual responsibilities of journalists, but implies a systemic approach to the media's duty to the public under certain social conditions," emphasizes Vesna Milenković (2023: 96), adding that "only free journalism is ethical, and a moral journalist is a professional who respects the principles of their profession" (ibid). Milenković, in fact, is another among those who highlight truth as the greatest value of journalism, which implies "the journalist's ability to document every claim or refute every contradictory statement" (2023: 31). Thus, she reminds us, we arrive at the value-ideal of objectivity that must accompany journalistic work,

which, as a kind of ideal that must be strived for in practice, means "representing the entirety of an event, i.e., as it truly happened, without omitting any moments" (ibid). Adopting the imperative of loyalty to the truth and striving for objective reporting leads us, in an overall sense, to the necessary level of journalistic professionalism (and thus a return to the ethical relationship towards journalism itself), a value particularly evident in the journalistic self-regulatory framework, which signifies adherence to truth, fairness, accuracy, impartiality, and balance (ibid).

A particularly important issue, therefore, is one that has long been levitating outside the necessary formal grounding and media-social respect—the importance of adequate institutionalization of journalistic ethics and its systemic framing. On the other hand, journalistic ideals (thus also their rights, but also obligations) are often opposed to the current reality, dominantly dictated by the fields of politics and economics. The consequence of these two facts "is a fully organized, and quite negative model, which is currently evident in a dominant antisocial approach to creating media content", which is reflected in inhumane behavior (we see a metastasis of this in reality formats), hate speech (it suffices to superficially analyze the content of the most popular media enterprises), and various dirty tricks (such as false announcements of one type of information, followed by distraction to something entirely different, often offensive) (Milenković, 2023: 124).

The epilogue that we clearly see described is largely evident in this text. Focusing on the society of which we are a part, in this segment we can characterize it in the following manner: "The estradization and tabloidization of the media field, as dominant trends in the turbulent domestic media market, arising from a primary desire for quick profits at any cost, today reach their climax, encompassing almost all domestic media" (Penezić, 2023: 102).

Original Principles of the Profession and the Importance of Ethics in Journalism

Taking into account the current trends in the media market and the undeniable importance (influence) of the role that media actors have, one of the more frequent starting points for analyzing their work is the long-standing assessments in this area frequently cited from John Keane, who noted three decades ago that the role of the media rests on the principles of independence, objectivity, and truthfulness (1995). Namely, media enterprises (MEs) or, more specifically, media actors, investigate and interpret the world around us and are often the last line of defense for broader social interests. The importance of adhering to the principles named by Keane is

particularly pronounced today, as MEs must, as emphasized by Peter Dahlgren, be an integrative force and a forum for democratic debate, thereby connecting citizens with political life, given that the state of the media reflects the democratic potentials of society" (in Zelizer, 2009: 153). Quality media "investigate and interpret the world around us, while those with a broader, so-called global influence create global agendas and discourse in which the most important topics are interpreted and then concrete steps are taken, thus serving as a bridge to important information and individuals who would otherwise be inaccessible to most of the audience" (Penezić, 2023: 50).

Dominant models of media work (the consequence of their reporting) today, however, even at a layman's glance, provide an argument for those who consider them one of the primary generators of contamination of the public sphere, thus fostering global confusion and atomization of individuals in contemporary society. Simultaneously, we can reasonably conclude that in this way, ME have distanced themselves for a long time from their original principles and ideals of journalistic profession.

The first victim on this path has long been journalistic ethics. Along with it, the moral principles of media actors inevitably suffer, but equally victimized are the entire public and society, i.e., public interest and the broader social framework in which they play a very important role. However, what also becomes a victim, and of which media actors themselves are paradoxically mostly unaware, is their business stability and long-term survival in the market, which they strive for through such business strategies. All of this is a consequence of trends that have long dominated the media market, shifting the pendulum of the media's functioning increasingly away from its primary informative function toward entertainment, all while entirely neglecting the educational role, which is the third of the basic media responsibilities.

At the same time, media actors (mostly the richest and most powerful ones, who are also the main proponents of such trends) use the excuse that the media do not have education as their primary task, asserting that it's clear who that responsibility belongs to. Journalists themselves defend numerous negative phenomena by pointing out that "such content is dictated by the audience's taste, as a corrective to editorial policy, forgetting that it is the media who shape the habits and preferences of the audience" (Milenković, 2023: 24). As James Curran reminds us, the professional culture of journalists has also contributed to "the evolution of journalistic conventions and formats, which are currently in transition," leading to the "traditional distinctions between fact and opinion weakening with the gradual blurring of news and interpretation" (in Brigs&Kolbi, 2005: 151). The result of this is also that

this obvious fact is marginalized too: today, they (the media, media actors, journalists...) are doing this more intensively than ever before and probably more influentially than those whose primary task it is (families, schools). This increasingly frequent manner of directing editorial policy results in the creation of numerous stereotypes, which further lead to various forms of discrimination and prejudice, reinforcing negative models of media production and thus the described consequences within the audience.

Chuck Moozakis noted more than a decade ago (2012) that, on the one hand, we are "in the most dynamic decade in terms of changes within the media sphere, and everything is oriented toward predictions of what the outcome will be", but on the other hand, it is also a fact that "modern societies today depend the most on quality information, which is increasingly lacking" (according to Penezić, 2023: 85). Significantly before him, Horkheimer and Adorno reminded us that journalism informs, educates, entertains, socializes by transmitting values and norms of behavior, and influences the way people think (according to Milenković, 2023). Vesna Milenković also points out that the power of the media in the information society is increasing, which "indicates the enormous social influence of journalists in uncovering the negative aspects of power centers, as well as the responsibility of journalists for the development of the public and the community in general" (Milenković, 2023: 49).

This fact, in light of the current media and broader societal reality, must still be considered alongside the observation that today journalism is "no longer a devoted profession and a privilege of the chosen few, but rather a challenge of researching certain phenomena" (Pralica & Valić-Nedeljković, 2020: 242).

Media Actors Trapped in Their Own Delusions

The two main directions (tasks) of MP and media actors are the protection of public interest and the pursuit of profit, with the former often being neglected today. "Media, for the most part, follow current socio-political trends, which is a consequence of prioritizing market success at the expense of adhering to original principles" (Penezić, 2023: 50). The claims of those who observe the media reality are also justified when they note that there has been a "negative convergence of the editorial and advertising sectors, resulting in poor editorial work and low-quality content" (ibid: 97).

Thus, the necessary adherence to journalistic ethics – and therefore the category of journalistic professionalism and commitment to the original ideals of the profession

becomes relatively unimportant in today's reality of media actors. As a result, the gap within the media and wider social reality itself is widening daily, a process fueled by the media actors themselves, which, paradoxically, harms both them and the business organizations they are a part of. Consequently, of course, it also harms the public and society in which they exist.

Considering the spirit of the times, strongly shaped by the influences of economic and political factors, it is justifiable to note the presence of such influences in the world of media and journalism. They are quite evident in their work, and therefore in the consequences – for society, and certainly for the media and media actors themselves. As Dahlgren observes "the general culture of media business impacts the deterioration of working conditions in aspects of functional flexibility and respect for professional solidarity within the media" (in Zelizer, 2009: 151). In choosing such a way of working, it is often (perhaps deliberately) forgotten that "the key role is played by the management-editorial structure, which manages media resources (money, people, and information)," and that the steps they take are aimed at activities "intended to maintain and achieve a level of desired profitability through various inadequate measures, leading to activities and content that deviate from so-called quality journalism and create new problems rather than solutions" (Penezić, 2023: 48).

This represents a rather evident delusion of key media actors, who, by following the influence of power centers outside the ME themselves, consciously deviate from the moral-ethical framework that is also part of the formal frameworks of their profession. This brings us to the importance of the issue of media integrity. More specifically, it refers to its "connection with the current situation, which is related to the individual integrity of media employees, and primarily to the integrity of media enterprises as a whole" (ibid: 64). Media integrity actually refers to "the characteristics of the media system that affect the way the media operate – media policies, structures, practices, and their relationships that enable them to serve the public interest and democratic processes, demonstrating a certain type of practice in business and content – specifically, it refers to the media's ability to: 1. provide accurate information without serving various authorities or being dependent on them; 2. ensure citizens have access to information and the ability to express diverse opinions without bias or propaganda" (according to Petković, 2014: 21).

On the other hand, we must always remind ourselves that quality journalism "begins where one bravely goes beyond the necessary agenda of daily reporting on current events, following topics that fundamentally affect the entire society. Only in this way

can the media and their employees count on long-term audience loyalty, on which their business survival and development mostly depend" (ibid: 67).

Analyzing the contours of the society and the times we live in, we can, therefore, quite justifiably conclude the apparent irresponsibility and unprofessionalism, behind which undoubtedly stands "the disinterest in the individual roles, responsibilities, and problems of media employees, especially media management, which certainly makes key decisions regarding the media's market orientation and audience selection, the organization of work and relations in the newsroom, as well as relations with so-called external actors" (Penezić, 2023: 112). The obvious decline in media professionalism and integrity is "certainly a direct consequence of the very negative state of the media world," and the result of all this is "low-quality media reporting and poor content, but in the long run, the existence of those media may also be at risk" (ibid). Thus, one of the central points of consideration regarding media work for some time has been the recognition of a global media crisis and its consequences. As one of the more direct consequences of economic factors, it has resulted in "global distrust, which, in combination with the technological revolution and structural economic changes, created the effect of a perfect storm" (ibid: 84), marking the end for many previously influential media platforms.

Christian Ethos and Journalism

Journalism is at a crossroads, also as are the ME in which it primarily takes place. Both are being abused in every possible way to satisfy the lowest human needs. The race for money has caused this situation. Morality, ethical codes, and the culture of professional reporting are increasingly being excluded. It's as if there are no boundaries or restraints. The problem is that culture today, in a broader sense, has become cheaper, more accessible, more useful, and more comfortable, but it is losing quality, becoming ugly and "devoid of style," thus transitioning into civilization (Berdyayev, 1990). "Cutting culture off from sanctity is cutting culture off from cult, from the spiritual core and essence of culture" (Purić, 2021: 4).

Therefore, we believe that a fundamental, radical change in the view of life and social relations as a whole is necessary. Not everything can be free and without restrictions. Similarly, not everyone should publicly express their opinion on something without respecting codes of conduct, the original principles of the journalistic profession, and ethics in journalism in general.

True Christianity is that "light at the end of the tunnel." Christianity is "the proclamation of joy, the only possible joy on earth, and with that joy, it transforms the End into the Beginning" (Schmemmann, 1979: 23). Loktionov goes further and states that the common foundation of both upbringing and education is religion. "True moral upbringing exists only in a close, indissoluble unity with religious education and upbringing, and outside of religion, there can be no talk of any moral upbringing" (Loktionov, 1997: 46). Therefore, there are spiritual priorities in the process of moral and cultural renewal. "Culture and all its components historically fell out of their nest or represent torn links of a more serious and creative art – theurgy or divine action... this divine action was the maternal cradle of all sciences and all activities" (Florensky, 1997: 85-248).

We believe that this is where we could seek the foundation for resolving the problems within and around the media and media actors, i.e., their approach to work and the consequences they thus cause.

Conclusion

In the end, we can turn to the justified position that culture is a product of free human activity and creativity. From a Christian standpoint, it implies a collaboration between man and God, and it does not tolerate the separation of human activity from church faith. After everything stated, we can rightfully include contemporary journalism in this framework, which is indeed the subject of our research. Journalism represents a unique dimension of human life and activity, but it must not stray from fundamental moral boundaries or from the moral dimension of culture. Consequently, it must also remain within the framework of its ethics and professional standards. This, therefore, is the formula or equation that includes a moral vertical in reporting.

We can conclude by using the words of Evgenii Trubetskoy, who states that human will and human intellect are called to participate in the creative work of God. The entirety of human culture, science, art, and social activity serve the purpose of man's calling to be a collaborator in building God's house on earth. Ultimately, man must strive for a better world and not capitulate before the evil that prevails in the world (Trubetskoy, 1995: 286-288).

At the same time, we can justifiably reflect on the bright examples of domestic journalistic practice that could serve as a model for new generations of media actors (and beyond). They can, in fact, serve as indirect guides for creating better condi-

ons in the world of media and journalism. Consequently, this would improve society as a whole. One such example is certainly Sergije Lukac, the legendary journalist, editor, and founder of the first journalism department in this region, who through his own example demonstrated how crucial it is "for any work, particularly in journalism, to maintain ethical principles, professional conduct, and responsibility for words and actions." By doing so, he emphasized the importance of upholding and practicing the core principles of journalism (Petrović & Penezić, 2023: 234). When we return to the current challenges and issues discussed in this text, it must be noted that "Lukac's approach to the world of journalism and media has been revitalized today, as confirmed by numerous expert opinions from those analyzing the media world. They agree that for media success in the marketplace, it is essential to remain committed to the principles of so-called quality journalism, as without this, long-term survival in the market is impossible" (ibid: 227).

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VELIKA, MAKSIMALNO DVA REDA)³⁹**

Ivana Marković⁴⁰, Petar Petrović⁴¹, Mirko Mirković⁴²

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Key words: *navesti, maksimalno, pet, ključnih, reči.*

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Introduction

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Radi unosa **jednačina i formula** u rad, koristite Microsoft Equation Editor ili dodatak za pisanje jednačina MathType (www.mathtype.com). Ne preporučuje se korišćenje ugrađenog editor jednačina iz programa Word 2007. Proverite da li ste definisali sve simbole u jednačini (neposredno posle jednačine).

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Table 5. Nike's distribution costs from production to retail stores

Indicators	Period			Total
	Month 1	Month 2	Month 3	
Distance crossed (km)	12.926	11.295	13.208	37.429
Fuel consumption (litre)	3.231	2.823	3.302	9.356
Value of fuel consumption (\$).	242.378	211.790	247.653	701.821
Total time spend on touring (hour)	314	266	417	997
Value of total time spend on touring (\$).	47.048	39.890	62.570	149.508
Number of tours	98	77	102	277
Toll value (\$).	0	0	0	0
Number of pallets transported (piece)	1.179	976	1358	3.513
Total weight transported (kg)	602.600	429.225	711.116	1.742.941
Vehicle maintenance costs (\$).	203.858	164.970	224.806	593.634
Lease costs (\$).	480.938	454.214	565.784	1.500.936
Total sum (\$).	974.222	870.864	1.100.813	2.945.899

Source: Milić, 2012;

Note: Values within the table are calculated without Value Added Tax (VAT)

Grafike, dendrograme, dijagrame, šeme i slike treba unositi u sam tekst rada (ne koristiti opciju Float over text) i numerisati ih prema redosledu njihovog pojavljivanja. Njihovi nazivi se moraju pozicionirati neposredno iznad grafika, dendrograma, dijagrama, šeme ili slike na koju se odnose. Kod navođenja naslova, izvora i napomena koristiti isti stil koji je predhodno prikazan za formiranje tabela. Tokom pisanja rada u originalnom tekstu treba markirati pozive na određeni grafik, dendrogram, dijagram, šemu ili sliku (*Graph 2.*). Svi grafici, dendrogrami, dijagrami, šeme i slike u radu se svojom veličinom moraju uklapati u zadati format strane, te moraju biti centralno postavljeni. Fotografije nisu poželjne u predmetnom radu, a ukoliko se one ne mogu izbeći molimo Vas da koristite optimalnu rezoluciju (preniska rezolucija dovodi do pikselacije i krzavih ivica, dok previsoka samo povećava veličinu fajla bez doprinosa čitljivosti rada).

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