

HISTORICAL CONTEXT AND MODERN INTERPRETATION OF THE FACTORS OF THE PROFESSIONAL SPORTS DEVELOPMENT IN NORTH AMERICA AND EUROPE

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Abstract

Background and Study Aim. Today, professional sports are a powerful social phenomenon that is developing at a high rate both in terms of sports and in terms of business. It is natural that various factors influence this process throughout the history of its formation and development. **Study Aim:** to identify the key factors that influenced and influence the formation and development of professional sport in Europe and North America.

Material and Methods. The main materials for the research were data from historical and modern materials regarding various factors that determined and determine now the peculiarities of professional sport development in Europe and North America. **Methods:** analysis and synthesis, historical method, systematic approach, theoretical interpretation and explanation.

Results. Given the global phenomenon of professional sport in the modern world, it should be noted that its structure and effectiveness depend from a wide range of factors, both the external environment and those related to the construction of internal mechanisms of professional sports organizations. Among them: globalization, geopolitical and economic trends, transformation of information and communication technologies, crisis social factors, sports migration, population and demographic ratios in the country, monopoly and competition in the professional sports arena in relation to the coexistence of different organizations in one sport, the focus of professional leagues on higher efficiency. Among the factors that have a negative impact on the development of professional sport today should be noted corruption aspects of professional sports activities.

Conclusions. The nature of the influence of these factors is determined by the territorial affiliation of professional sport organizations, as there are certain traditions and legal frameworks of their operation in the United States and various European countries, which have significant differences. At the same time, today the North American remains a more effective model of professional sport development in terms of organizational and economic efficiency.

Key words: professional sports organization, content of activity, influence, environment, efficiency

ІСТОРИЧНИЙ ЗМІСТ ТА СУЧАСНЕ ТРАКТУВАННЯ ЧИННИКІВ РОЗВИТКУ ПРОФЕСІЙНОГО СПОРТУ У ПІВНІЧНІЙ АМЕРИЦІ ТА ЄВРОПІ

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Анотація

Передумови та мета дослідження. Сьогодні професійний спорт – це потужне соціальне явище, яке розвивається високими темпами як у спортивному, так і в комерційному аспектах. Природно, що протягом історії становлення та розвитку на цей процес впливали і продовжують впливати різноманітні чинники. Мета дослідження: визначити ключові чинники, які впливали та впливають на становлення та розвиток професійного спорту в Європі та Північній Америці.

Матеріал і методи. Основним матеріалом для дослідження були дані історичних та сучасних матеріалів щодо різноманітних факторів, які визначали та визначають зараз особливості розвитку професійного спорту в Європі та Північній Америці. Методи: аналіз і синтез, історичний метод, системний підхід, теоретичне тлумачення та пояснення.

Результати. Враховуючи глобальний феномен професійного спорту в сучасному світі, слід зазначити, що його структура та ефективність залежать від широкого спектру факторів, як зовнішнього середовища, так і пов'язаних із побудовою внутрішніх механізмів професійних спортивних організацій. Серед них: глобалізація, геополітичні та економічні тенденції, трансформація інформаційно-комунікаційних технологій, кризові соціальні чинники, спортивна міграція, чисельність населення та демографічні співвідношення в країні, монополія та конкуренція на арені професійного спорту щодо співіснування різних організацій в одному виді спорту, орієнтація професійних ліг на підвищення ефективності діяльності. Серед факторів, які сьогодні негативно впливають на розвиток професійного спорту, слід відзначити корупційні аспекти професійної спортивної діяльності.

Висновки. Характер впливу встановлених чинників визначається територіальною приналежністю професійних спортивних організацій, оскільки існують певні традиції та правові основи їх діяльності в США та різних країнах Європи, які мають істотні відмінності. Водночас північноамериканська модель сьогодні залишається більш ефективною щодо розвитку професійного спорту з точки зору організаційної та економічної ефективності.

Ключові слова: професійна спортивна організація, зміст діяльності, вплив, середовище, ефективність.

Introduction

Nowadays sports competitions are presented in all world cultures [29, 33]. This fact confirms that sport is one of the important social needs. Experts note that sport is a dynamic phenomenon that is developing in both theoretical and methodological aspects [4, 9]. At the same time, sport has penetrated into other spheres of human life – politics, ideology, economics, social institution of the family, etc [22, 33].

In modern society, a special position along with mass and Olympic sports is occupied by professional sports, which are certainly gaining importance and increase the scope of their own development in relation to other activities [18].

This kind of social practice was separated in the process of sports genesis and began to develop intensively, guided mostly by the laws of commerce. Today, professional sports are increasingly moving away from their origins, which were characterized by adher-

ence to purely sporting principles. The largest profits in comparison with other social spheres are concentrated in this phenomenon. This is confirmed in particular by the fact that the level of salaries of high-class professional athletes reaches significant levels and is constantly growing. For example, the gross revenue of the ten best professional athletes in 2020 amounted to \$ 1.05 billion, which is 28% higher than in 2019. If we consider the 50 highest paid athletes in the world, in 12 months of 2020, they managed to earn about \$ 2.8 billion and despite the pandemic surpass the 2019 record by \$ 150 million [24].

Primarily, the emergence and development of professional sports are associated with the development of sports in general, and secondly – with the influence of a large number of social conditions, which objectively contributed to the transformation of purely sports activities into professional sports activities [11, 25].

Professional sport has passed a unique way of its development. It is firmly rooted as a social practice of sport in society. All this time it has been naturally influenced and continues to be influenced by various factors of the environment in which it operates [23].

The world-famous researcher of professional sports Guskov in his thesis (1992) identified a number of factors that contributed to the formation and development of professional sports in North America. The content of these factors was supplemented later (in 2000) by the team of author Guskov et al., (2000) and the factors of development of this phenomenon within Europe were highlighted [15].

Thus, the factors of professional sport development established by the authors at certain stages include urbanization and industrialization of society; development of communication means, transport and media; growth of income and lifestyle changes; development of sports infrastructure; sport commercialization; the emergence of a system of contracting with athletes.

In addition, there are certain factors that are specific only to the development of professional sports in the United States. The experts referred to this group the following factors: the exclusion of baseball from the antitrust law of Sherman (1922); specific system of players' selection for teams in team games ("draft"); sports marketing and general economic policies for the distribution of income between clubs; the special attitude of Congress, the US Senate and the Americans in general to professional sport [15].

At the same time, due to the expansion of professional sports as a social phenomenon, new factors that determine the activities and success of professional sports organizations are emerging [27, 32]. These factors play a key role in the development of various activities of professional sports organizations. Including the key one – improvement of the competition system, which is the main sports and commercial product in this social practice.

We assume that the nomenclature and content of factors have undergone significant changes since the beginning of the 21st century. Accordingly, in order to properly update the knowledge system regarding the functioning of professional sport in society, it is necessary to find out and justify them as a matter of priority.

The basis of the research problem is the lack of a systematized, well-founded idea about the set of factors that in the past and today determine the directions and specifics of the professional sport development. Their proper understanding will contribute to a more thorough understanding of the processes taking place in this sphere of human activity.

The purpose: to identify the key factors that influenced and influence the formation and development of professional sport in Europe and North America.

Research material and methods

The article is a review in accordance with the principles of historical research methodology.

The main materials for the research were data from historical and modern materials regarding various factors that determined and determine now the peculiarities of professional sport development in Europe and North America. Information from scientific publications published in the journals Scopus, Web of Science, current data from the Internet and specialized books was taken into account.

The key factor in the selection of manuscripts for processing was their meaningful content of data on certain factors of the development of professional sports. In the vast majority, we also paid attention to today's relevant sources of information, with the exception of fundamental sources.

The methodology of conducting the research involved the accumulation of relevant theoretical material related to the research problem, its analysis, and the determination of key facts testifying to the presence and influence of a specific factor or a number of factors on the development of professional sports. The obtained results were correlated with the materials of other specialists, on the basis of which their justification took place.

Research methods: analysis and synthesis, historical method, systematic approach, theoretical interpretation and explanation.

Results and discussion

It should be noted that the key generalized factor of changes taking place in modern professional sport is the effort of all involved subjects of this sphere to conduct their activities in accordance with the trends of the development of society. On the other hand, modern professional sports is a fairly global phenomenon, which in many aspects can also set the pace of society development, in particular, its economic sphere. Therefore, the interdependence and mutual influence of society and professional sports are pronounced today.

At the same time, in the integral system of factors that influence the development of professional sport in modern society, there are a number of factors that should be characterized.

Globalization

Modern society in the context of globalization is undergoing «reformatting». Accordingly, this leads to adjustments within the systems that operate in it: public administration, economics, politics, etc. Given that sport is also a fairly large and integral social system today, its structure and content fall into this trend as well [42].

This issue is widely covered in specialized scientific works. In particular, the expert Neroda [31] noted that professional sports today is integrated into the market economy, on the basis of which is formed a large-scale sporting goods market and labor. At the same time, various economic, social, political and other factors can stimulate the development of professional sport or to be barriers and even to cause negative processes in it. A number of authors [3, 28] note that in the modern world sport in general and professional sport in particular are rather large-scale social phenomena, which are concentrated not only within sports activities, but also include economic, political, cultural, educational, etc. areas that also have a significant impact on the growth of their indicators. The processes of globalization largely determine the economic policy of all professional sports organizations.

On the one hand, sport is influenced by external globalization, but at the same time, it is a vivid example of it. In this regard, referring to the NBA, it should be noted that this organization has intensified its efforts to capture the international sports market. The association is actively building relationships in China, capturing a growing audience, and concluding new multibillion-dollar television deals (the last deal was signed in 2016 with ESPN Turner Sport, worth \$ 24 billion over 9 years, which is 180 % more than the income from the previous one). Moreover, these are just some of the facts that show the effectiveness of the NBA basketball system components and their recognition by the world community. Another vivid example

in this context is FIFA, which once advocated for the reorganization of the World Championships. Initially, the limit of teams participating in the final matches was 16, then 24, and today it is 32 professional teams [3, 6].

In general, globalization contributes to the intensive development of professional sports, but it also brings a number of new challenges regarding the need to make new strategic decisions in the work of professional leagues and improve competition systems.

It should be noted that the European model of professional sports was actually focused on the international sports market, the organization of international level competitions, etc. At the same time, observing the history of the development of the North American model gives reason to say that the professional leagues of the United States have long been focused on domestic competitions and only in the last decade have intensively taken over the international sports arena, holding competitions outside the country and creating clubs abroad. On the other hand, sports in the USA develop quite isolated from the state compared to European sports, where its influence is much wider [15, 31].

Geopolitical and economic trends

Today, there is a good reason to say that professional sport as a global phenomenon is a part of the macroeconomics of many developed countries. On the one hand, its development directly depends on the current economic conditions, and on the other – sport itself in certain aspects significantly affects the economic situation in a country.

Taking into account the economic situation in North America, we can note that this is a region with good conditions for the professional sport development since its inception and formation. In the 90s of the XX century, professional sport leagues that operate here began to expand actively. This became possible due to the stable economic situation in the country, which allows the development of various areas of entrepreneurial activity, including professional sport (Guskov et al., 2000). At the same time, the expansion of the league does not bring a significant increase of its income, as each new athlete and the team in general require significant expenses. However, every city wants to have a professional sport team not only to satisfy fans, but primarily to improve its own economic situation.

Cities are developing sports infrastructure. In the period 1950-2010, more than 230 sports arenas were built in the United States, and more than half of them were built after the 1990s. The volume of state and local investments in these projects was about 62%. At the same time, most of the income from the activities carried out at these facilities belongs to commercial structures – professional sports clubs, and only a small amount deducted as subsidies for capital expenditures enters the city fund [12, 20, 30].

Professional leagues are endowed with special conditions in the local market. According to territorial agreements, they have the right to place their teams in such a way that each will be a monopolist in its territory. At the same time, cities often compete with each other for the right to have such a team. Moreover, the leagues try to get the maximum benefit from such situation. Despite the support of the United States and the cities where the professional league has its teams, professional sports are in fact self-sufficient. The management of these organizations earns money by selling tickets, TV broadcasting rights, licensing, advertising and sponsorship activities, etc. The state, providing preferential conditions for the functioning of professional sports, yet does not interfere with its development [15].

For the development of professional sports in Europe, the situation in terms of geopolitical and economic conditions is somewhat different. According to the expert Galily et al. [13], the issue concerning the role of local authorities in supporting professional sport, in particular teams that are members of international leagues,

is often raised in mass media, as well as by politicians and public organizations. Quite a number of economists believe that professional sport is a public good, which fully justifies the provision of subsidies from state and local funds for the development of elite sport teams.

The financial support of professional sports teams in Denmark is clearly traced. There is a clear distinction between the functions of the state and cities in relation to this issue. Thus, the state provides various grants to teams, and the city provides them with proper infrastructure (which is about 90% of the planned expenditures on sports in the city). Switzerland also shows high level of support for the professional sport development on its territory, including the financial aspect. The authors Stopper and Weber [41] note that this country takes an active part in determining the strategic directions of sport organizations. There are also some interesting trends in the development of professional sport presented in France. They are related to the geographical location, political and cultural heritage of this country. There is a decentralization of professional sports management in France. There used to a large number of sport issues are solved at the state level (even their leaders were elected from among government officials), but today the local government is becoming the institutional sponsor of sports in France.

In Europe and the United States, there is the influence of the state and economic conditions in the country on the development of professional sport. In many aspects, the policy of the state determines the strategic directions in the activities of professional leagues, which is more typical for European countries. In the United States, the role of the state in this context is more limited, but at the same time, both local and national authorities support leading professional teams [15].

Transformation of information and communication technologies

The modern world depends on the technological process in many aspects of its development. In fact, every sphere of social life is dynamically developing as a result. Free access to information and wide opportunities of various levels of technology have significantly changed the specifics of human work within different activities. The sphere of professional sports did not stay away from these processes.

Within its development, professional sport focuses on media, as one of the elements of commercialization, which significantly affects the processes that take place in it and in particular affect its sports component. Thus, today the role of the media in the context of the development of this phenomenon is quite important. In this regard, the expert Gusev [16] notes that it is the media in all its diversity, which is available in the XXI century, led to the fact that professional sports have become part of the so-called mass culture and an indicator of social transformation.

The high level of media interest in professional sports is evidenced by the cost of contracts that channels are willing to sign with professional sport leagues. We are talking about millions and even billions of dollars per year. At the same time, such contracts are concluded for a long period (from 4 to 10 years, depending on the professional league). During this period, leading leagues can receive several billion dollars [26].

Another important event that led to the intensification of the dissemination of sport information, and hence the development of professional sport was the emergence of the international computer network Internet. According to D. A. James and N. Petrone [21], the first editions appeared in 1995. These editions were presented only in Internet resources. The researchers consider this year as the beginning of the emergence of online journalism.

Internet technologies allow viewers to watch sport events not only during their broadcast, but also at any time that is conve-

nient for them and, thus, stay up to date with the desired events. In addition, the Internet space allows professional sports leagues to promote their product themselves. Every organization has a website that highlights key information about events.

The internet network also is among factors of professional sport development. This is an obvious because this resource allows leagues to convey the necessary information to the masses quickly and thus «warm up» the audience. Besides, it is a great tool for advertising a sport spectacle, which plays an important role in the proper commercial activities of leading professional sports organizations [38].

In modern conditions of development, the virtual environment is essentially an external factor, which is gradually becoming part of the system of sport development in particular, professional sport.

It should be noted that in the crisis of the pandemic, which began in 2020, the development of professional sport has become even more closely dependent on virtual technologies. As spectators do not have the opportunity to attend matches of their favorite teams in person and today modern people in many aspects are focused on interacting with the outside world by engaging in virtual reality [10], professional sport organizations actively cooperate with companies to help «to promote» sports in virtual space in different formats. In addition, the Internet environment itself has largely led to the emergence of a new social practice of sport – e-sports. This practice has become widespread in professional sports. Today, almost every professional sports organization is developing a system of e-sports competitions.

Thus, the transformation of information and communication technologies helps professional sport to develop as an element of mass culture to a large extent, as well as leads to its globalization through the rapid dissemination of information. In addition, this factor has largely determined today the new direction in the development of professional sport, which concerns a variety of computer and virtual developments, including e-sports within professional sports leagues.

Crisis social factors

Given that professional sport today is a powerful social phenomenon, which in fact can be considered as a part of the microeconomics of many developed countries, it is obvious that various social influences is affected on professional sport environment.

It should be noted that in various professional sport organizations in the last few decades there are often situations that lead to internal conflicts. In the mid-80's - early 90's XX century lockdowns were quite common, particularly in North American game leagues due to the differences in the view of the league leaders and Association of Professional Sportsmen concerning the collective agreements content, particularly in terms of athletes' material ensuring, the rights of free agents, etc. For example, in 1992, the NHL canceled about half of the regular championship because clubs owners and the Association of Professional Sportsmen disagreed over the free agent system in the league, retirement benefits, arbitration, and some other issues. This resulted in significant financial losses both in the NHL itself and among athletes.

The financial issue led to a lockout in 1997 in the NBA, when the total salary of players reached 57% of the allowable 51.8% of annual revenue of the association. As a result, after long negotiations between the league and the Association of Professional Sportsmen for the first time in the history of American sports, a salary ceiling was set [8, 15].

Given the scale of professional sport, social crises that occur in society have also an impact on its development. If earlier, for example, most protests, lockouts, etc. within the organizations

concerned mostly sports disputes, and then today conflicts often go beyond the purely sporting interests of the parties.

Society actively monitors the reactions and actions of leading sport organizations members to situations that arise in society. Because of this, participants of sports leagues are often criticized and, consequently, there are situations when athletes are excluded from participation in competitions.

The list of modern crisis social factors, which largely determine the directions of professional sport development today, undoubtedly includes the conditions that have developed because of the COVID pandemic. Prohibitions on attending mass events, which include the main product of professional sport - competitions, have led to a significant reduction of leading organizations profit. Thus, according to statistical estimates, in 2019 the total income from professional sports amounted to \$ 129 billion. It was projected that in 2020 this figure will reach \$ 135.3 billion; however, the consequences of the COVID pandemic significantly interfered, that's why professional sports income totaled \$ 73.7 billion [14].

For example, the regular season 2020/2021 in the NBA was reduced from 82 to 72 games, while in the NHL from the 82 games of the regular season there were conducted only 56.

Under the influence of these conditions, in 2020 the format of FIBA Champions League qualifiers was temporarily changed. Instead of the traditional system with two matches (home and away), the tournament organizers decided to hold mini-tournaments on neutral arenas. In 2020, during February-March, competitions in many sports organizations were suspended. The European Football Championship was postponed for a year. According to officials, Europe leading football clubs have lost more than € 4 billion due to the suspension of matches and existing pandemic restrictions [37].

Therefore, we observed that in the USA and in Europe, the influence of crisis factors on the professional sport development was and still significant. Both European and North American professional sport organizations have suffered significant, particularly financial, losses when such impacts occur. At the same time, each of them looks for and quite often finds opportunities to solve crises and further effective development.

In conclusion, it should be noted that the conditions of the last few years related to the situation around the COVID pandemic have generally complicated the real competitive process, and therefore professional sports organizations have begun to more actively develop areas that can sell their product, namely sports spectacle. In this context, modern computer technology is significantly expanding such opportunities today.

Sports migration

Sports migration also has a multifaceted and significant impact on the development of professional sport today. Thus, researchers say that the most favorable country in terms of sports migration is the United States, because the professional sport is the most developed there. This aspect opens up great opportunities for young and promising athletes. At the same time, there are many difficulties in legal migration in this country.

Some time ago in the leading North American game sports leagues quite strict restrictions on legionnaires were set [15]. At the same time with the beginning of the XXI century NBA, MLB and other leagues are replenished with a large number of European and Asian athletes. As for the migration of athletes to Europe, each country has its own requirements for them, which can also cause some difficulties.

At the same time, according to researcher R. O. Sushko, a large number of athletes leave their countries [42] due to too high competition. On the other hand, sports migration leads to the fact that the best athletes are concentrated in the world's best training

centers, sports organizations. For example, the best basketball players today strive to play for NBA clubs, so a large number of talented European and Asian basketball players represent the American organization. What is worth at least arrival of Chinese basketball player Yao Ming to the Houston Rockets in 2002, or Spaniard Ricky Rubio to the Minnesota Timberwolves in 2009 and Slovenian Luka Doncic to the Dallas Mavericks in 2018. All of these basketball players have significantly strengthened the overall composition of their teams in the NBA and repeatedly led them to victory. It is interesting that as of 2008 from 360 NBA players 76 of them were legionnaires from 38 other countries outside of North America. Today their number is even greater.

In the NFL since the early 2000s, there are also quite a lot star athletes from Europe in the teams, including for example Ukrainian Igor Olshansky (elected in 2004 by the Los Angeles Chargers) and representatives of many other European countries (Romania, Germany, Estonia etc).

As for classic football, most talented athletes try to get into the Liga Nacional de Fútbol Profesional (Spain). The strongest tennis players in the world, in turn, are concentrated today in the United States, Australia, France and Britain.

Interesting from the point of view of the athletes' ratio in ethnic terms is the study of the Institute for Diversity and Ethics in Sport. The organization studies racial and gender diversity in various sports and organizations. For example, in the 2018 MLB draft, about a quarter of the top 26 players were African American. It is also interesting to note that the number of "colored" players in the league today is more than 38.6%, dark-skinned players – only 7.5%, and the vast majority (60.2%) – light-skinned players. As of 2020, it is estimated that 16.9% of light-skinned athletes, another 8.9% of "colored" athletes and 74.2% of dark-skinned players are members of NBA basketball teams. The ratio of light-skinned, "colored" and dark-skinned athletes in the NFL is also uneven today. The former make up less than 26.8% of the teams; second in turn – 14.3% and the last – 58.9%. In MLS today, the ratio of light-skinned and "colored" players is approximately equal – 38.3% and 38.6%, respectively, and only 23.1% are dark-skinned players. As for NHL players, the leaders among them are representatives of Canada, the United States, Russia, Sweden and Finland [40].

Thus, sports migration has significantly intensified today. Regulatory documents of various countries, as well as sport organizations in the last two decades compared to the previous ones allow more loyal attitude to foreign athletes, and often encourage them to be involved in sport activities of organizations in other countries, such as the United States. This leads to a redistribution of labor in professional sport and the concentration of sport talents in the world's leading training centers.

Population and demographic ratios in the country

The attendance of matches and the revenue of professional sports in general largely depend on this factor. In particular, experts estimate that during 2016-2017, Americans spent about \$ 56 billion on sporting events (including tickets, drinks, food, and travel) and \$ 33 billion on sport equipment. Also in 2016, it was estimated that 73% of the male population in the United States and another 55% of women watch NFL games on TV.

Due to the internal migration of the population, the number of sport teams in leagues in different parts of the United States also changed. Thus, in 1967, 41 of the 67 franchises were located in the Northeast and Midwest, as the majority of the population lived in these regions (52%). As of 2006, the situation has changed: of the 114 sports franchises, 63 are located in the south and west of the country, as 60% of the population is concentrated in these regions [34].

A study that conducted in 2015 shows a high interest in sporting events on the part of the European population. Thus, the authors testify that 28% of Europeans over the age of 16 years regularly attend sports events throughout the year.

There is a wide "generation gap" in terms of attendance of sporting events between young people (aged 16-24) and older people (over 50) in Europe. As of 2015, about 48% of young people (16-24 years old) attended sporting events, while among 25-49 year olds there were 36%, and among those over 50 – only 21% of such people [19].

It is also worth noting that the leagues carefully study the consumer market and the dynamics of changes in its demands, financial opportunities and based on it form their own marketing policy, features of the ticket business, etc. In addition, this fact also affects the formation of marketing policy of sponsorship and advertising companies that cooperate with sport organizations on goods, services and their coverage in sport arenas.

Monopoly and competition in the professional sports arena in relation to the coexistence of different organizations in one sport

In the development of the leading organizations of American football, which at one time or another were created and tried to capture the football market, there was a competitive relationship with the NFL. Among them were the All-American Football Conference (1944-1949), the American Football League (1959-1966), the World Football League (1974-1975), the United State Football League (1983-1985), the Xtreme Football League (2001-2002, 2020), and Alliance of American Football (2018-2019). The key factors in the formation of American football organizations in the United States were: the growing popularity of this sport; a large number of athletes who aspired to develop in this sport, but not all could get into the NFL; the emergence of enthusiasts with significant financial resources, who sought to invest it in football projects and at the same time increase their own profit, technological progress, in particular in football. At the same time, sooner or later each of the organizations was defeated under certain circumstances, mostly financial, and the NFL remained and remains a monopolist in the football business.

In North America other leading professional sports organizations of gaming sports (NBA, NHL, and MLB) were formed similarly to the NFL [5, 15]

The formation and development of professional sport in Europe has taken place in a slightly different way, in particular with regard to the peculiarities of the coexistence of the organizations that manage it. In particular, for example, we analyzed the activities of organizations involved in the development of professional basketball.

During long period of its formation and development, FIBA had no competitors in the European sport market. Only in 1991 was created the United European Basketball League (ULEB) to help to develop professional basketball competitions in Europe. However, in 2000 ULEB actually became a competitor for FIBA, as it intercepted the Euroleague tournament, which belonged to the first echelon of professional basketball and was considered the most prestigious (from 1958 to 2000 the European Champions Cup under the auspices of FIBA). ULEB lured all the leading basketball teams to participate. Until now, all leading professional basketball competitions have been conducted exclusively by FIBA.

Today, not only the Euroleague tournament (18 teams) but also the European Basketball Cup (24 teams) is held under the auspices of ULEB, and these are first and second level tournaments, respectively. FIBA-Europe, in turn, held the so-called FIBA Challenge Cup, which was third in the ranking. In 2015, these competitions were reformed into the FIBA European Cup (32 teams) and moved to 4th place in the ranking of professional basketball competitions in Europe. In 2016, FIBA launched another tournament – the

Basketball Champions League (32 teams), which is today the third most important competition in this ranking. Thus, the highest-ranked teams in their national or regional games compete in the Euroleague, the lower-ranked teams in the European Cup, the Basketball Champions League and the European FIBA Cup, respectively.

There is a serious conflict between the Euroleague and FIBA leadership today. On the one hand, competition forces both leagues to improve their sport products, but at the same time there are reasons to say that the policies of one organization destroy the work of another and vice versa. The inconsistency of the ULEB and FIBA competition calendars does not allow the national teams to count on the best club players during important games. At the same time, there are high injuries among basketball players today due to the busy schedule of matches, and this is a serious reason for the decline in entertainment and, consequently, financial losses, primarily for FIBA as a less successful league. At the same time, as of the 2021/2022 season, none of the organizations agrees to significant concessions [7].

Thus, in North America, during the entire period of professional sport, only one league remained the leader in a certain gaming professional sport, suppressing any competition from other organizations that tried to oppose it (this applies to the NFL in question, as well as the NBA, NHL, MLB, MLS). In Europe, the situation is somewhat different. Here, on the contrary, in fact, only in the last 30 years in the sport arena there is a strong enough opposition of organizations that oversee gaming professional sports, and the example of basketball is quite clear.

At the same time, a rather extraordinary situation related to competition has recently (2021) arisen in soccer. Leading European football clubs, including "Barcelona", "Real Madrid", "Manchester United", "Chelsea" and others (representatives of English, Spanish and Italian soccer) announced the creation of the Super League, and hence the competition that would compete with the UEFA Champions League. The Super League was planned according to the format of the North American leagues, as a closed organization that includes a stable number of clubs and pays its players the appropriate salary according to contracts [7].

However, UEFA managed to stop this project in its infancy. After two days of creation, all English and then Italian clubs left the Super League as a result of sanctions imposed by UEFA with the support of the national leagues of England, Italy, Spain, etc. This sanctions concerning significant restrictions on Super League clubs and their players in particular (suppression on participation in other competitions of domestic, European and world levels; players lost the opportunity to play for national teams). As a result, the Super League ceased to exist, and UEFA did not impose these sanctions [35].

The key reasons for the emergence of new organizations are clearly the growing number of high-profile players, who seek to defend their rights before the leading organizations of professional sport, which today will not satisfy them. Europe's sport market is also globalizing, and expanding its financial revenues. This, in turn, is also one of the reasons for the emergence of new organizations those wishing to control the financial situation in a particular sport.

The focus of professional leagues on higher efficiency

The essence of professional sport is to demonstrate such a sporting spectacle, which would bring significant profits. That is why all the efforts of professional sport organizations are aimed at ensuring this component. They are actively studying the conditions in which they exist today (political, economic, social) consumer demands for priorities in sport spectacles and public interest in certain instruments of social influence (movie stars, singers, shows, etc.).

It should be noted that both North American and European

professional sport organizations are endowed with unique resources that cannot be replicated in other activities. At the same time, their high productivity depends largely on how efficiently these resources are allocated. For example, today the leading professional game sports leagues of North America has made it possible to sell the right to televise their matches by a service package, rather than selectively. In addition, the leagues have the exclusive right to sell these rights. The league distributes the proceeds from contracts with TV companies proportionally among its clubs. Only clubs themselves can sell those games that are not included in these packages. There are also peculiarities in the distribution of revenue from the sale of tickets for matches in different leagues. In the NFL, the proceeds from the match are divided between 60% of the host team and 40% of the away team, in the MLB the ratio is 90:10, in the NBA, NHL the entire amount remains at the host team, and only 6% of this amount is received league [8, 15].

As for UEFA, the distribution of financial income of the team is somewhat different. A fund is formed for each of the three important competitions (UEFA Champions League, UEFA Europa League, UEFA Super Cup). There may be different ways for a team to raise funds. For entering the group stage, in 1/8, 1/4, 1/2, the final, there are charges for the team. It is also important to win or draw at different stages, but for the defeat, the charges are not provided.

There is a specificity of redistribution of funds in different sport organizations. It all comes down to the maximum efficiency of the league, which is equivalent to maximizing profits.

Thus, the focus of the league and all its members on effective activities largely determines its own success and the success of the development of sport that it represents.

This orientation is also clearly expressed in the marketing policy of professional sport organizations, the most important component of which is sponsorship. The share of sport in the global turnover of sponsorship today is about 70%.

Qualitative sports management and marketing are considered to be the key elements in achieving maximum economic efficiency of a professional sport organization. According to Price-WaterhouseCoopers (PWC), global revenue from sponsoring sport events and organizations has grown from \$ 35 billion in 2010 to \$ 70 billion in 2020. In addition, sponsorship accounts for about 30% of all revenues in the sports market and this source is considered one of the most promising in the near future [36].

There are different approaches to working with sponsoring companies in different professional teams. For example, Manchester United divides partners into categories: global, regional, communication and financial. In addition, it should be noted that in the sport business, sponsorship agreements do not always provide funding, sometimes a barter approach is used. Manchester United has 20th Century Fox among its global partners. This two organizations have agreed to work together to promote their brands [17].

Corruption aspects of professional sports activities

Among the factors that determine the peculiarities of the professional sport development are those that have a negative impact. Due to the fact that professional sport is a fairly large area of professional activity, it accordingly shows various manifestations of corruption in the unauthorized distribution of funds, as well as increasing the risk of crime among athletes and those who lead sport organizations.

In particular, A. P. Alekseeva [1] identifies three categories of the most common manifestations of illegal behavior within professional sport.

1. Crime among professional athletes that related with their sport activities. This category is directly related to the use of doping by athletes.

In general, it is difficult to characterize the impact of doping on the development of professional sport. We believe that in the context of its development, the use of doping drugs by athletes increases the spectacle of the competition, and thus promotes interest from the audience. On the other hand – it clearly has a negative impact on health and may even be life threatening for athletes.

In addition to doping, this category of negative criminal factors also includes the participation of athletes in prohibited fights (underground fights without rules) or the use by athletes of prohibited techniques that is dangerous to life and health of opponents.

At the same time, for example, in hockey, fights are formally forbidden, but in reality, happen quite often. Former NHL President J. Ziegler said in an interview that fights are a part of sport hockey product that people like and there is no point in taking away what people pay for [15].

It is difficult to discuss the negative impact of this factor on the development of professional sport, because it arouses people's interest and therefore brings it significant profits. While in the case of doping it is dangerous to the life and health of athletes.

In addition, the practice of match-fixing is quite common in sport today. This clearly has a negative impact on the development of professional sport, as it reduces the spectacle of matches. This is quite typical for European soccer in particular. There are many scandals in this regard, when some teams lose games intentionally or bribe referees for material gain on the part of others. For example, the scandal called "Calciopoli 2006" which referred to agreements between Italian clubs including Milan, Fiorentina, Lazio and Reggina in 2005/06 regarding match-fixing [2].

2. Crime of professional athletes that is not related to their sport activities. It is also quite common in modern professional sport. Athletes are often the subject of scandals due to fights, defeats or even theft. It is clear that such behavior can negatively affect the reputation of the clubs that they represent; focus excessive negative attention and public condemnation [1].

3. Crime of persons related to the sport activities of professional athletes. In the field of sports, there is a large number of crimes related to corruption and other activities, which include, in particular, league leaders, owners of professional teams, managers, coaches, judges and even staff and fans [39].

In particular, the practice of fights between football fans during and after matches is quite common. This can also have a negative impact on the conduct of the competition and the reputation of the club they support.

Regarding high-profile corruption scandals of recent times, UEFA in 2020 sent to the Football Association of Cyprus a dossier on possible match-fixing, which have been held in this country since September 2019, as they were placed at high stakes. In general, the Football Association of Cyprus in 2011 is suspected of various illegal influences on the course of football matches taking place within the country [43].

The widespread practice of crime in professional sports makes it necessary to counteract this phenomenon among professional sport organizations, on which they have taken an active position. Today, this issue is considered at the level of regulatory and organizational decisions and requires the allocation of additional resources for anti-corruption activities.

Therefore, the historical course of events, as evidenced by the actual data, contributed to the expansion of the number of factors that at one time or another and to this day determine the specifics of the functioning of professional sports. We also managed to track the change and expansion of the content of previously existing

factors, which was discussed in the article. At the same time, the list of these factors given above is not exhaustive, because each country where professional sports develop creates its own conditions and opportunities for this. At the same time, these factors are the most important in terms of the formation of leagues, their legal framework, and the specifics of the sport market and primarily determine the organizational features of competition system in professional sport.

Conclusion

Professional sport during its emergence, formation and development has been and remains a product of society, which is designed to meet one of the important human needs – the need for entertainment.

Its development in the historical context and at the present stage has determined and continues to determine certain factors. Among them are the urbanization and industrialization of society, development of communications, transport and media, income growth and lifestyle changes of population, development of sport infrastructure, commercialization of sports, and the emergence of a system of contracting with athletes. In addition, we were highlighted factors in the context of analysis the modern works on the direction and development practice of the sphere. Among them are globalization, geopolitical and economic trends, and transformation of information and communication technologies, crisis social factors, sports migration, population and demographic ratios in the country, monopoly and competition in the professional sports arena in relation to the co-existence of different organizations in one sport, the focus of professional leagues on higher efficiency. We also singled out a factor that has an extremely negative impact on the development of modern professional sports – various manifestations of corruption.

Each of the specified social, economic and other factors plays an important role in the strategic development of professional sports organizations, the development and improvement of solutions to increase the financial capabilities of participants. In addition, it is most important that these factors determine the direction of improvement of the competition system, which is a system-forming factor of sport in general.

Limitations and advantages of the study. The main limitation for the publication was the relatively small volume of scientific materials and data related to the researched problem.

In the article, largely, the influence of certain factors on the development of professional sports is presented on the example of North America along with Europe. This is because this social practice developed and continues to develop more actively in North America. A significant number of aspects of the activities of European professional sports organizations are adopted precisely from the North American model.

At the same time, the floor material has its own unique strengths. In particular, this study summarizes the past and present factors of the development of professional sports, which have received sufficient justification and can be used for the further development of a more global direction of research within the limits of professional sports, which concerns the organizational and economic efficiency of its functioning.

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