

Review

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DEVELOPMENT OF PERFORMANCE INDICATORS SYSTEMS FOR RUGBY UNION OF RUSSIA

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Abstract: This article is devoted to the review of approaches to the development of performance indicator systems through the prism of the work of Rugby Union of Russia. This work is relevant because the assessment and planning of the activities of any sports organization (including those related to rugby) is possible only if its work is correctly analyzed. The issue of developing such systems is acute for the reason that, due to the specifics of each organization's work, an individual approach is often required to solve this problem. It is important to correctly and correctly identify criteria for evaluating the effectiveness of the work of a sports organization.

Keywords: performance indicators, key performance indicators, sports organizations, management, rugby

Introduction

To evaluate and plan the activities of any sports organization (including those related to rugby), it is essential to accurately analyze its operations. However, since such organizations often have their unique characteristics, an individualized approach to developing a system of performance indicators is required, making this issue particularly relevant.

In this work, information has been collected and analyzed, describing approaches to creating systems of performance indicators for sports organizations, and key features of the proposed approaches have been studied.

First and foremost, to understand the topic correctly, one must examine the classification characteristics of subjects in the sports industry in the Russian Federation and the primary regulatory documents governing this field, after which we can move on to

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reviewing existing research on the development of performance indicator systems in sports (including those applicable to rugby).

Currently, there are several approaches to developing a system of performance indicators. One of them is to consider sports organizations as institutions that provide services. In this case, it is possible to categorize indicators into separate groups of KPIs, such as outcomes, functioning, productivity, and efficiency. Each group allows for the assessment of a specific aspect of the sports institution's operations.

However, this approach may not be applicable in every case. For educational institutions, it makes sense to use a KPI system to transform their pedagogical activities in the field of physical culture and sports to achieve maximum effectiveness in process, goal, and project indicators. In this approach, it is essential to consider that the goals of educational institutions do not fully align with those of other sports organizations, which must be kept in mind when developing the KPI system.

When evaluating sports organizations from the perspective of the effectiveness of sports activities, the development of KPIs should pay attention to the specifics of the sport (in this case, rugby). This leads to an approach in which all actions of players are examined in detail to assess the effectiveness of the team's performance (down to the number of contacts with the ball and discipline).

The development of a KPI system for an organization involves several stages (pre-project work, methodological work, implementation, and project evaluation), which are necessary and present in one form or another in any approach to developing these systems.

It is also important to recognize that for maximum effectiveness in developing a system of indicators, it is essential to correctly identify the evaluation criteria, which should adhere to specific rules: predictability of dependencies, achievability of goals, complementarity depending on circumstances, clarity, and specificity. Only with the correct selection of criteria can an accurate assessment of the effectiveness of a sports organization's operations be achieved.

Organizational and Legal Framework of Physical Culture and Sports Organizations

Physical culture and sports organizations are legal entities for which organizational and legal forms are not fundamental in conducting activities related to physical culture and sports, which is their primary form of activity. Sports organizations participate in organizing and conducting work aimed at developing physical culture and sports in society (among all interested population groups), as well as creating conditions for the health

improvement of athletes participating in sports competitions and for conducting training and other events.

From a functional perspective, the work of these types of organizations is based on the following characteristics:

- Engaging in activities related to training, competitions, and the implementation of health and fitness programs;
- Providing services in the field of physical culture and sports for the population;
- Obtaining the necessary resources for functioning from external sources.

Commercial organizations in the field of physical culture and sports include sports clubs (including fitness centers), sports and wellness centers, and professional leagues.

Non-commercial organizations in this context can include entities such as children's and youth sports schools, Olympic reserve sports schools, Olympic reserve colleges, higher education institutions that provide education in physical culture, federations, sports clubs, and other organizations.

Sports organizations involved in athlete training, as stipulated in legislation related to physical culture and sports, have the right to:

- Develop training programs in the field of sports and physical culture, approve them, and adopt the necessary regulatory acts related to the training process in this area;
- Select individuals for training activities in the field of sports;
- Exercise other rights based on legislative acts on physical culture and sports, foundational documents of the institution, local regulatory acts of the organization, and other documents.

In Russia, the regulation of physical culture and sports is carried out through various laws, which helps to establish legal foundations and ensure the development and management of these areas.

The Federal Law of the Russian Federation dated December 4, 2007, No. 329-FZ "On Physical Culture and Sports in the Russian Federation" is one of the main regulatory acts in the field of physical culture and sports. This document outlines the main directions and features of the implementation of state policy in the area of physical culture and sports, as well as the rights and responsibilities of participants in these fields. It also sets out the framework and means of state support for physical culture and sports, including financial incentives, tax benefits, and the creation of conditions for the growth of sports infrastructure.

Corporate sports, as defined in the aforementioned law, is a subset of mass sports aimed at promoting physical fitness and the development of employees of companies related to the same industry or profession, state corporations, government bodies, local self-government, and their families. It also involves planning and implementing physical education and sports programs for the families of these employees, including events supported by physical culture and sports societies.

Mass sports are also highlighted as a subset of sports aimed at promoting the physical education and development of citizens through individual and/or organized activities, as well as participation in mass sports events and physical education.

Researchers note that when developing a KPI system, it is essential to identify specific indicators, dividing them into groups of effectiveness [6]:

- Result KPI;
- Functioning KPI;
- Performance KPI;
- Efficiency KPI.

The first group of indicators is based on sports achievements and the training of high-class athletes, the second on attendance levels, the third on the number of participants in a group, and the fourth on the sales figures of memberships (i.e., essentially on financial effectiveness).

The importance of developing and implementing such a KPI system lies in the fact that the motivation system becomes clear and transparent. The manager can clearly see what and how to motivate an employee since the recorded values have specific planned and actual indicators. The employee, in turn, understands the scope of rewards or penalties and the conditions for receiving them. Ultimately, this contributes to both employee effectiveness and the financial efficiency of the organization. As a result, such a system allows the organization to reward employees for achieving necessary results while simultaneously motivating the employees to reach the required indicators.

However, there are other approaches as well. In the work "Effectiveness of Sports Organizations," A.M. Kaziakhmedov, M.R. Musakhanyan, and A.S. Nazarova discuss the criteria for the effectiveness of sports organizations and the ways of evaluation that can be highlighted. The authors consider not only the financial effectiveness of sports groups but also their social and sporting successes. The effectiveness of this sector is significantly assessed by the authors of the article in terms of indicators that demonstrate sports achievements, impact on the quality of life of the population, healthcare, labor productivity, crime rates, and so on. The paper also discusses the evaluation of the effectiveness of sports development at the regional level.

It is important to understand that there are numerous approaches that can be used to develop a performance indicator system in sports, which can also be applied to sports organizations engaged in rugby.

To evaluate the effectiveness of regional organizations that are part of the Rugby Union of Russia, special attention must be paid to analyzing key indicators such as the number of registered players, matches played, and financial indicators (budget, sponsorship funds, etc.). By comparing these indicators with the results of other local rugby organizations that adhere to best practices and standards, one can identify strengths and weaknesses.

If we talk about goals and results, it is worth noting that material support is not the only factor in resolving these issues. The results largely depend on the staff. This includes not only those directly involved in sports activities (coaches, physiotherapists who help players recover after games, and the players themselves) but also employees who provide administrative and other functions necessary for the smooth operation of the entire organization (managers, marketers, and other workers who develop the brand and promote the organization through the media, thereby attracting new consumers).

For this reason, personnel selection is of great importance in sports. A.M. Kaziakhmedov, M.R. Musakhanyan, and A.S. Nazarova highlighted this as one of the main criteria in the system of performance indicators for sports organizations, including in sports such as rugby.

In general, the work "Effectiveness of Sports Organizations" identifies factors such as:

- objective (economic);
- subjective (socio-psychological, physical, etc.).

It is worth noting that the development of key performance indicators (KPIs) is usually not a problem for organizations. This is because managers typically already have information regarding the requirements in this area.

However, there are specific steps that must be considered when developing KPIs:

- Pre-project work;
- The need to obtain consent for activities and support from management;
- Developing a working project considering its specifics and potential risks;
- Creating a core group of project participants;

Conducting methodological preparation before the actual launch of work.

Methodological work during the development of the KPI system:

- Changing the organizational structure of work in response to the introduced adjustments;
- Implementing a system of performance criteria to enable the forecasting of existing organizational processes;
- Creating a necessary documented methodological framework;
- Developing management approaches within the organization based on the new KPI system;
- Addressing training issues for staff regarding the specifics of working with the new KPI system;
- Summarizing the project.

Thus, it is clear that when developing performance indicators for organizations engaged in various sports (including rugby), a large number of factors are taken into account. Many of the factors highlighted by different researchers depend on the aspect that is planned for analysis. In most cases, these include economic indicators, measures of the success of educational activities, and direct assessments of sports performance. Emphasizing these indicators allows for a more comprehensive analysis of the effectiveness of a sports organization's work, depending on the goals of the KPI system's creation.

Evaluation Framework for the Effectiveness of Regional Rugby Organizations in Russia

Currently, a Regulation on the Evaluation of the Effectiveness of Regional Organizations that are members of the «Rugby Union of Russia» has been prepared, based on key performance indicators (KPI) for regional organizations that are members «Rugby Union of Russia» (hereinafter referred to as the Regulation). This document serves as a basis for creating a rating system that will help assess the effectiveness of the activities of regional organizations involved in the development of rugby in Russia.

The Regulation also lays the groundwork for a key performance indicator (KPI) system, defining the criteria and processes for evaluating the effectiveness of regional organizations' activities. The document lists the indicators and criteria that will be used to assess the activities of these organizations over the reporting period (1 year).

The system of these key indicators provides a structured approach to evaluating the effectiveness of regional organizations and offers a detailed analysis of their activities over the reporting period. It is based on the goals and objectives of the Rugby Federa-

tion of Russia and regional organizations, aiming for regular planning and monitoring of the implementation of the goals defined in the development program.

The system allows for the collection of relevant information about the activities of regional organizations through the gathering of statistical data. By using this strategy, it is possible to define the goals and objectives of regional organizations with specific indicators, assess their current level of achievements, and create a basis for management decision-making.

For evaluating the effectiveness of regional organizations, three levels of development are used.

Level 1 includes regional federations that have the status of "basic sport" or those that have expressed the intention to become part of Level 1, where their activities will be assessed for effectiveness.

Level 2 consists of regional federations that do not have the status of "basic sport" and participate in competitions listed by the Ministry of Sports of the Russian Federation in the Unified Calendar Plan (ECP) for the reporting period.

Finally, Level 3 includes other regional federations.

All necessary data is provided to the authorized organization in accordance with the procedures outlined in the Regulation. Based on the information generated from the data provided by the responsible organizations (the list is specified in the Regulation), the KPI assessment is conducted. This assessment can be calculated by multiplying the scores and the weight of the KPI for each priority.

The weight of the KPI is an indicator that signifies the importance of the parameter within the development of rugby in the Russian Federation. Scores are a unit of measurement used to evaluate the effectiveness of the indicator, and they are assigned to each indicator separately.

In the Regulation, the indicators used in this process are divided into nine priority areas, within which specific indicators can be highlighted:

1. Children's and youth competitions;
 - 2.1 Number of rugby sections in the region;
 - 2.2 Number of participants in rugby training programs in the region;
 - 2.3 Organization of sports and fitness events held in the region;
- 3.1 Conducting a rugby school league in the region;
- 3.2 Total number of rugby participants in the region;

4. Achievement of sports standards;

5.1 Coaching staff;

5.2 Sports referees;

6.1 Athletes from the region in the national teams of rugby academies (for regional federations of groups 2 and 3);

6.2 Training in the field of «rugby»;

6.3 Tournaments held by the Autonomous Non-Commercial Organization for the Development and Promotion of Rugby «Competition Center» (for regional federations of groups 2 and 3);

7.1 Competitions organized by the Association "Student Rugby League";

7.2 Competitions organized by the FRR Development Fund for Rugby in the Armed Forces and security agencies;

8.1 Basic sport;

8.2 Cooperation agreements;

8.3 Presence of state accreditation;

9.1 Interaction with the All-Russian Public Organization «Rugby Union of Russia»;

9.2 Anti-doping efforts;

9.3 Tournaments for beach rugby and snow rugby (for regional federations of groups 2 and 3).

The number of points and the weight of the KPI are established for each priority and indicator (if specified separately). All this data is necessary for KPI assessment, which can subsequently be used to evaluate the effectiveness of regional sports organizations engaged in rugby.

The final score largely depends not on the number of teams and organizations in the region (which, however, does not diminish the significance of this indicator), but on the activity in participating in competitions and the performance of teams, the development of sports in the region (including attracting new participants, achieving standards by athletes, and other indicators), as well as the effective execution of work with regulations and the preparation and compilation of required materials during the reporting period.

Conclusion

In conclusion, it is important to emphasize the significance of evaluating the activities of local organizations involved in rugby for the entire Rugby Federation of Russia. By utilizing this evaluation, problematic situations can be identified, effective methods proposed, and plans developed for further progress.

Various approaches can be applied when assessing the effectiveness of regional organizations. This article has examined, among other things, the approach proposed in the Regulation on the Evaluation of the Effectiveness of Regional Organizations that are members of the «Rugby Union of Russia» based on key performance indicators (KPI) for regional organizations that are members of the All-Russian Public Organization «Rugby Union of Russia».

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