



# Menadžment u sportu

naučni časopis iz oblasti menadžmenta u sportu

**FMS**

ALFA UNIVERZITET  
Fakultet za menadžment u sportu

MENADŽMENT U SPORTU

Naučni časopis iz oblasti menadžmenta u sportu

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## REČ UREDNIKA

Poštovani,

*Pred Vama je časopis „Menadžment u sportu“ – naučni časopis iz oblasti menadžmenta u sportu. Izdavač časopisa je Fakultet za menadžment u sportu Alfa univerziteta u Beogradu. Časopis je veoma značajan izvor novih naučnih i stručnih informacija, obzirom da je jedini ovakve vrste u regionu. U časopisu se publikuju radovi iz oblasti menadžmenta u sportu, fizičkog vaspitanja i sporta i dodirnih bio - medicinskih, humanističkih, društvenih i prirodnih nauka, sa neobjavljenim rezultatima naučnih istraživanja i novim empirijskim iskustvima.*

*Časopis objavljuje članke, polemike, osvrte, prikaze knjiga, tematske bibliografije, patente, izveštaje i vesti o naučnim i stručnim skupovima i slične dokumente značajne za oblast fizičkog vaspitanja i sporta.*

*Redakcija časopisa predano radi na podizanju ugleda i nivoa značajnosti časopisa. Časopis izlazi jednom godišnje sa radovima koji se objavljuju na srpskom i engleskom jeziku.*

*Pozivamo sve zainteresovane istraživače u oblasti menadžmenta u sportu i iz drugih srodnih oblasti povezanih sa sportom da svojim naučnim i stručnim radovima daju doprinos razvoju časopisa.*

*Вioletа Шilјак*

Violeta Šiljak, odgovorni urednik



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## **MENADŽMENT BEZBEDNOSTI SPORTSKIH DOGAĐAJA**

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### **Apstrakt**

Bezbednost sportskih događaja predstavlja veoma važan segment sportske manifestacije, koja pred organizatora postavlja veliku odgovornost i obaveze a od značaja je i za regularnost samog sportskog događaja. Preventivni aspekt preduzetih mera bezbednosti svakako igra veoma bitnu ulogu posebno u smislu maksimalne posvećenosti i profesionalizma lica angažovanih na obezbeđenju fudbalskog susreta. Analizom bezbednosti odigranih fudbalskih utakmica Premijer lige BiH na gradskom stadionu u Srebreniku, utvrđeno je da je u dva slučaja došlo do incidentnih situacija. U oba slučaja incidentne situacije prouzrokovala su pijana, punoletna lica. Iz prikazane analize se može doći do zaključka da bezbednost na sportskom događaju, kada je u pitanju OFK „Gradina“ Srebrenik, u sezoni 2012/13. nije u direktnoj vezi sa ukupnim brojem posetilaca događaja (domaćih i gostujućih navijača) ali je svakako ukupan broj navijača, kako domaćih tako i gostujućih, važna činjenica koja ima svoj indirektni uticaj na bezbednost sportskog događaja.

**Ključne reči:** Prevencija, bezbednost, sportski događaji, Premijer liga BiH

### **Uvod**

Menadžment sportskih događaja kao što su fudbalske utakmice Premijer lige BiH, predstavlja složen proces, zasnovan na angažovanju i koordinaciji velikog broja učesnika različitih delatnosti.

Naime, jedno od najvažnijih pitanja za nosioce menadžmenta, odnosno menadžere, predstavlja bezbednost sportskog događaja. Menadžeri kao osobe koje planiraju, predviđaju, organizuju, koordiniraju i kontrolišu sportski događaj, treba da obezbede i optimalne bezbedonosne uslove za nesmetano odvijanje sportskog događaja, tj. odigravanje fudbalskih utakmica, gde bi sportisti-fudbaleri, bili u mogućnosti da maksimalno ispolje svoj sportski potencijal. Svi oni događaji koji sa bezbedonosnog aspekta ometaju sportiste u nastojanju da ostvare svoj maksimalni potencijal ili da ih spreče u tom nastojanju, dovode u pitanje regularnost samog takmičenja-utakmice. Bezbednost svih učesnika sportskog događaja, predstavlja faktor broj jedan u realizaciji ideje o sportu, kao aktivnosti gde se na zdrav, sadržajan i bezbedan način realizuju potrebe čoveka za igrom, raznodom i zabavom, odnosno načinom ostvarivanja postignuća (Nešić, 2007).

Ovde svakako treba spomenuti ulogu i odgovornost organizatora, kada je u pitanju bezbednost odvijanja sportskog događaja. „U izvođenju događaja, organizatori događaja teže da eliminišu ili minimiziraju svaku aktivnost ili događanja koja bi mogla ozlijediti učesnika, radnika ili gledaoca“ (Biberović, 2009).

Kada je u pitanju bezbednost utakmica saveznog stepena takmičenja NS/FS BiH, kao i bezbednost bilo koje druge sportske manifestacije, ona je regulisana zakonskim propisima i to Zakonom o sportu BiH, Kantonalnim Zakonima o sportu, Zakonima o javnom okupljanju, Pravilnicima o bezbednosti odvijanja sportskih manifestacija i sl.

Naime, Zakon o sportu BiH, u članu 50. govori o usklađenosti zakonskih propisa sa Evropskom konvencijom o suzbijanju nasilja i nedoličnog ponašanja gledalaca na sportskim priredbama, posebno na fudbalskim utakmicama. U članu 56. istog Zakona govori se o borbi protiv nasilja i nedoličnog ponašanja gledalaca na sportskim priredbama.

Zakon o sportu Tuzlanskog kantona u članu 76. govori o obavezama organizatora sportskih priredbi, gde se navodi da

organizator mora obezbediti sigurnost svih učesnika i posmatrača sportske priredbe kao i neophodnu medicinsku brigu.

Zakon o javnom okupljanju Tuzlanskog kantona u članu 20. govori o osiguranju reda i mira u toku održavanja javnog skupa, odnosno sportske manifestacije, kao i obavezi organizatora kada je u pitanju bezbednost.

Pored pomenute zakonske regulative, bezbednost održavanja sportskih manifestacija regulisana je i raznim podzakonskim aktima, Pravilnicima strukovnih sportskih organizacija, kodeksima ponašanja i sl, sve s ciljem da održavanje sportskog događaja protekne na bezbedan i siguran način za sve njegove učesnike.

### **Dosadašnja istraživanja**

Hadžikadunić, A., Kozić, V., i Hadžikadunić, M. (2006) u naučnom radu *Funkcije fer-pleja u modernom sportu*, govore o principima fer-pleja, te obrađuju faktore koji utiču na ponašanje sportista i navijača. Oni ističu da ljudi koji su imali agresivne modele razrešavanja konflikata u detinjstvu, na isti način će rešavati i svoje kasnije konflikte. Autori dalje navode da porodična dinamika ima ogroman uticaj na uspostavljanje mehanizma kojima pojedinac razrešava različite emocionalne situacije: napetost, nezadovoljstvo, doživljaj osećanja neuspeha, doživljaj uspeha i mnoge druge. Na kraju izvode zaključak da temelj korektnog ponašanja sportista potiču pre svega iz kuće a potom od njegovog trenera i prijatelja, odnosno suigrača.

Kostadinović, I. (2006) u naučnom radu *Zakon i navijači* govori o značaju donošenja kao i primene odgovarajuće pravne regulative koja će dovesti do suzbijanja nasilja na sportskim borilištima. Kao primjer navodi uticaj zakonske regulative na nasilno ponašanje navijača u Engleskoj, Francuskoj, Švajcarskoj, Hrvatskoj i drugim zemljama, gde se strogim kaznama sprečilo i zaustavilo vandalsko ponašanje navijača.

Nešić, M.(2007) u knjizi *Menadžment sportskih događaja* govori o merama koje organizator sportskog događaja treba da preduzme kako bi predupredio rizike a to su:

- Upozorenje na rizike svojstvene sportskom takmičenju,
- Zabrane, koje se za razliku od upozorenja, odnose na sprečavanje bliskog odnosa sa rizičnim područjem ili izvorom rizika,
- Davanje obaveštenja. Upozorenja i zabrane nisu u svim slučajevima dovoljne da bi pojedinim licima ili grupama, opredelila odgovoran odnos prema rizicima,
- Osvetljavanje sportskog objekta

Mišković, S. (2010), u radu *Implementacija bezbedonosnog menadžmenta u sportskom menadžmenu* navodi da je osnovna funkcija bezbedonosnog menadžmenta procenjivanje aktuelnih i potencijalnih bezbedonosnih pretnji, izazova i rizika,

Parčina, I. (2010). U radu *Nasilje na sportskim priredbama* bavi se uzrocima eskalacije nasilja na stadionima i utvrđuje načine za njihovo prevazilaženje. Autor ističe da se nasilje na sportskim priredbama ne može posmatrati van konteksta društvenog nasilja, navodeći da agresivnost nastaje kao posledica sprečavanja zadovoljenja egzistencijalnih potreba usled frustracije. Prema ovoj pretpostavci, osobe koje odlaze na sportska takmičenja s ciljem izazivanja nereda, imaju očekivanje da i svi ostali koji su prisutni, takođe žele učestvovati u neredima. Autor ističe da problem nasilja u sportu ne može da se riješi jednim zakonom ili jednom kampanjom, već koordinacijom svih društvenih institucija.

### **Predmet, problem i cilj rada**

Predmet ovog rada predstavlja analizu bezbednosti sportskih događaja, odnosno stanje bezbednosti 15 fudbalskih utakmica Premijer lige BiH, odigranih u organizaciji Omladinskog fudbalskog kluba „Gradina“ Srebrenik, takmičarske 2012/2013. godine.

Problem rada predstavlja da se kroz određene segmente bezbednosti 15 odigranih utakmica dođe željenog rezultata vezano za predmet ovog rada kroz ispitivanja Premeijer lige BiH u organizaciji OFK „Gradina“ Srebrenik, takmičarske 2012/2013.godine

Cilj rada je utvrditi uzroke koji dovode do ugrožavanja bezbednosti prilikom održavanja sportskih manifestacija-fudbalskih

utakmica i koje je sve mere potrebno preduzeti, kako od strane organizatora tako i od strane službenika policije, kako bi održavanje sportske manifestacije proteklo bez incidenata, uz maksimalnu bezbednost svih učesnika sportskog događaja. Naime, rezultati dobijeni analizom preduzetih bezbedonosnih mera, trebalo bi da ukažu da li su planirane mere bezbednosti adekvatne procenama a ukoliko nisu, koje je sve mere potrebno preduzeti kako u narednom periodu ne bi dolazilo do ugrožavanja bezbednosti učesnika sportskog događaja.

### **Zadaci rada**

Zadaci rada su izvršiti analizu bezbednosti 15 fudbalskih utakmica Premijer lige BiH igranih u organizaciji OFK „Gradina“ Srebrenik takmičarske 2012/2013. godine a zatim utvrditi uzroke koji su doveli do ugrožavanja bezbednosti učesnika sportskog događaja. Nakon izvršene analize i utvrđenih uzroka ugrožavanja bezbednosti učesnika sportskog događaja, planirati mere i radnje kojima bi se izbegli evidentirani propusti kako prilikom narednih održavanja sportskih manifestacija ne bi dolazilo do ugrožavanja bezbednosti bilo koga od učesnika sportskog događaja.

### **Uzorak istraživanja**

U ovom radu koristili smo prikupljene podatke o merama sprovođenja bezbednosti sportskih događaja, odnosno fudbalskih utakmica Premijer lige BiH čiji je organizator OFK „Gradina“ Srebrenik, za takmičarsku 2012/2013.godinu, vršeno je u Omladinskom fudbalskom klubu „Gradina“ Srebrenik i Policijskoj stanici Srebrenik.

### **Metodologija istraživanja**

Osnovna metoda koja se koristila u ovom istraživanju je bibliografsko – deskriptivna metoda kojom je obezbeđeno:

- prikupljanje, obrada i prezentacija podataka;
- analiza i sinteza prikupljenih podataka;
- dijagnoza stanja;

- komparativna analiza dobijenih informacija o realizaciji bezbednosnih efekata;
- tehnike za sređivanje i prikazivanje podataka.

### **Uzorak varijabli**

Izbor varijabli izvršen je u skladu sa problemom i ciljem koji se nameće u ovom istraživanju a na osnovu kojih smo došli do relevantnih pokazatelja.

Mere i radnje koje počinju procenom broja očekivanih navijača, kako domaćih tako i gostujućih u zavisnosti od značaja utakmice, te o osobinama i namerama gostujućih navijača, što se analizira na osnovu dosadašnjih postupaka navijača, vrši se procena rizika utakmice, a u skladu sa nivoom rizika, planiraju se bezbedonosne mere.

Planiranje bezbedonosnih mera obuhvata angažovanje dovoljnog broja redara-redarske službe, voditelja osiguranja koji raspoređuje i koordinira rad redarske službe, agencije za zaštitu ljudi i imovine, dovoljnog broja službenika policije.

### **Statistička obrada podataka**

Nakon prikupljenih podataka u ovom radu smo se koristili deskriptivnom statistikom, gde smo koristili grafičke metode u cilju opisa i sumacije podataka i njihovog predstavljanja u grafičkoj formi.

### **Rezultati i diskusija**

Nakon prikupljenih navedenih podataka, organizator sportskog događaja, tj. OFK „Gradina“ Srebrenik, sačinio je plan obezbeđenja fudbalske utakmice, gde se u uvodnom delu govori o sadržaju plana, zatim o odgovornosti organizatora kada je u pitanju bezbednost učesnika sportskog događaja, strategiji sprovođenja bezbedonosnih mera, merama koje se odnose na navijače, saradnji sa službama bezbednosti tj.sa policijom, redarskom službom i agencijama za zaštitu ljudi i imovine. Sledeći postupak koji preduzima organizator sportskog događaja je prijavljivanje sportskog događaja-utakmice, nadležnoj policijskoj stanici.

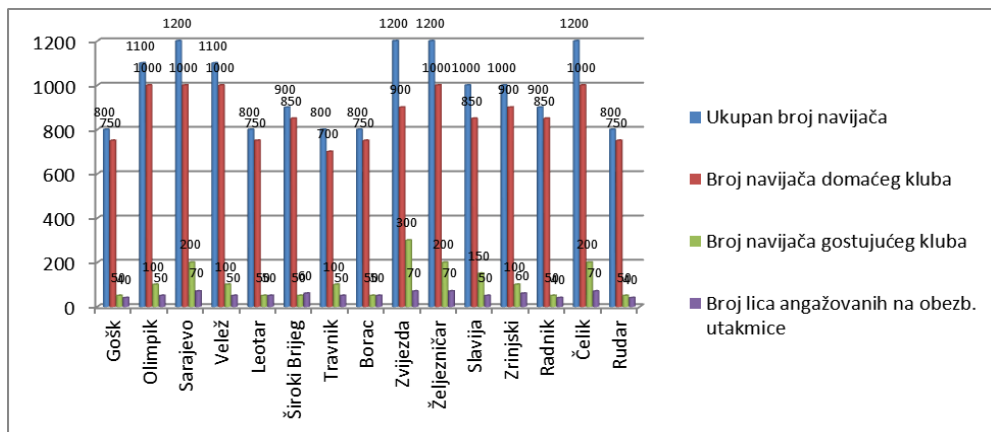
Analizom bezbednosti 15 odigranih fudbalskih utakmica Premijer lige BiH u organizaciji OFK „Gradina“ Srebreniku, utvrđeno je da je u dva slučaja došlo do incidentnih situacija. U oba slučaja incidentne situacije prouzrokovala su pijana lica i to u jednom slučaju na ulazu u stadion i u drugom slučaju u prostoru namenjenom za smeštaj gostujućih navijača. Naime, u prvom slučaju lice je pokušalo uneti predmet pogodan za nanošenje povreda, te je prilikom oduzimanja predmeta došlo do grubog ponašanja (pretnje i psovke), a u drugom slučaju verbalno su vređana službena lica (sudije i delegat). Da napomenemo da evidentirani incidenti za posledicu nisu imali ugrožavanje bezbednosti odvijanja sportskog događaja, a niti je došlo do povređivanja bilo koga od učesnika sportskog događaja a nije pričinjenja niti materijalna šteta.

Tabela 1 *Pregled odigranih utakmica sa podacima o poseti*

R.b r.	Gostujuća ekipa /fudbalski susret sa OFK „Gradina“	Ukupan broj navijača	Broj navijača domaće g kluba	Broj navijača gostujućeg kluba	Broj lica angažovanih na obezb. utakmice	Broj evidentiranih incidenata na utakmici
1.	Gošk	800	750	50	40	0
2.	Olimpik	1100	1000	100	50	1
3.	Sarajevo	1200	1000	200	70	0
4.	Velež	1100	1000	100	50	0
5.	Leotar	800	750	50	50	0
6.	Široki Brijeg	900	850	50	60	0
7.	Travnik	800	700	100	50	0
8.	Borac	800	750	50	50	0
9.	Zvijezda	1200	900	300	70	0
10.	Željezničar	1200	1000	200	70	1
11.	Slavija	1000	850	150	50	0
12.	Zrinjski	1000	900	100	60	0
13.	Radnik	900	850	50	40	0
14.	Čelik	1200	1000	200	70	0
15.	Rudar	800	750	50	40	0



Grafikon 1 *Grafički prikaz broja odigranih utakmica sa podacima o poseti*



Grafikon 2 *Grafički prikaz odnosa broja navijača na odigranim susretima*

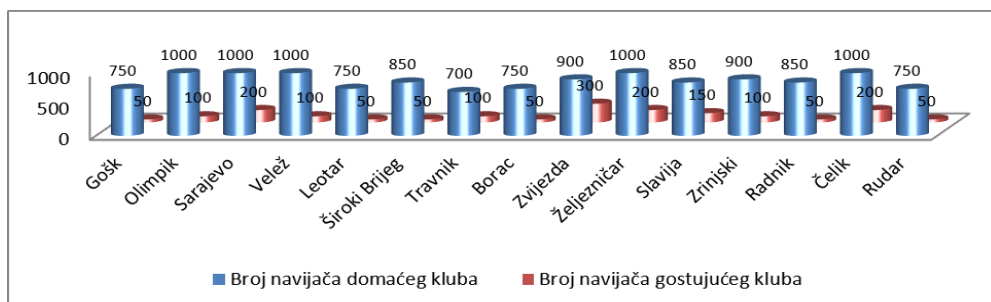
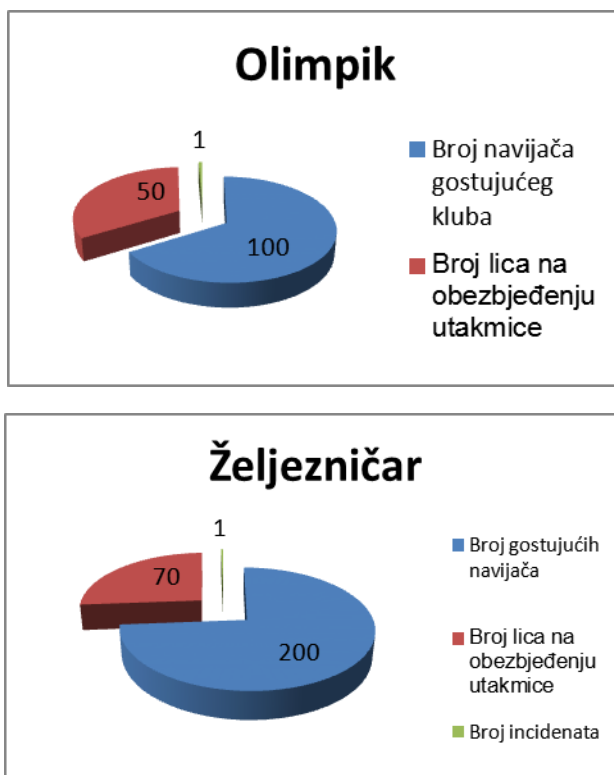


Tabela 2 *Podaci o evidentiranim incidentima*

R.br.	Nogometni susret	Ukupan broj navijača	Broj lica koja su izazvala incident	Domaći navijač	Gostujući navijači
1.	„Gradina“ - „Olimpik“	1100	1	0	1
3	„Gradina“ - „Željezničar“	1200	1	1	0

Grafikon 3 *Grafički prikaz odnosa broja gostujućih navijača sa brojem lica angažovanih na obezbeđenju kao i broja incidenata*



Nasilničkih ponašanja navijača sa elementima organizovanosti nije bilo.

Na osnovu izvršene analize utvrđeno je da je uzrok incidentnih situacija neprofesionalan rad redarske službe. Naime, u skladu sa važećim zakonskim i podzakonskim aktima a koji se odnose na bezbednost sportskog događaja, pijanim licima je zabranjen ulazak na mesto sportskog događaja, a takođe je zabranjeno unošenje predmeta pomoću kojih se može naneti povreda. Međutim, članovi redarske službe, koji su se nalazili na ulazima u stadion i vršili preglede lica, nisu onemogućili ulazak pijanim licima a niti su vršili detaljne preglede, kako bi na vreme pronašli i oduzeli predmete pogodne za nanošenje telesnih povreda.

U vezi sa rezultatima analize, da se zaključiti da je potrebna veća angažovanost i profesionalniji pristup redarske službe, koji su zaduženi za kontrolu i ulazak lica na prostor gde se održava sportski događaj, odnosno, ne dozvoliti ulazak pijanim licima te da temeljitije vrše preglede lica koja ulaze u prostor namenjen za navijače, kako sa sobom ne bi unosili predmete pogodne za nanošenje telesnih povreda.

Bezbednost sportskih događaja predstavlja jedno od najznačajnijih pitanja za menadžment sportske organizacije i postavlja pred njih veoma ozbiljne i teške zadatke. Naime, jedno od osnovnih pravila organizovanja sportskih takmičenja jeste obezbeđivanje optimalnih uslova za nesmetano ispoljavanje maksimalnih sportskih potencijala njegovih aktera, tj. sportista. (Nešić, 2007).

## **Zaključak**

Kao što je napred navedeno, bezbednost sportskih događaja predstavljala veoma važan segment sportske manifestacije, pred organizatora postavlja veliku odgovornost i obaveze a od značaja je i za regularnost samog sportskog događaja. Napominjemo da sportisti svoj sportski potencijal mogu da ispolje samo kada im je zagarantovana maksimalna bezbednost.

Analizom bezbednosti odigranih fudbalskih utakmica Premijer lige BiH na gradskom stadionu u Srebreniku, utvrđeno je da je u dva slučaja došlo do incidentnih situacija. U oba slučaja incidentne situacije prouzrokovala su pijana, punoletna lica i to u jednom slučaju na ulazu u stadion i u drugom slučaju u prostoru namenjenom za smeštaj gostujućih navijača. Jedno od lica je iz reda gostujućih a drugo iz reda domaćih navijača. Naime, u prvom slučaju lice je pokušalo uneti predmet pogodan za nanošenje povreda, te je prilikom oduzimanja predmeta došlo do grubog ponašanja (pretnje i psovke), a u drugom slučaju verbalno su vređana službena lica (sudije i delegat).

Iz prikazane analize se može doći do zaključka da bezbednost na sportskom događaju, kada je u pitanju OFK „Gradina“ Srebrenik, u sezoni 2012/13. nije u direktnoj vezi sa ukupnim brojem posetilaca događaja (domaćih i gostujućih navijača) ali je svakako ukupan broj

navijača, kako domaćih tako i gostujućih, važna činjenica koja ima svoj indirektni uticaj na bezbednost sportskog događaja.

Preventivni aspekt preduzetih mera bezbednosti svakako igra veoma bitnu ulogu posebno u smislu maksimalne posvećenosti i profesionalizma lica angažovanih na obezbeđenju fudbalskog susreta, te s tim u vezi i eliminisanje propusta rada redarske službe (zabrana pristupa pijanim licima na mestu održavanja događaja, zabrana unošenja nedozvoljenih predmeta na mesto održavanja događaja i slično) koji takođe mogu biti u indirektnoj vezi sa bezbednošću sportskog događaja.

Na kraju možemo konstatovati da problemu menadžmenta bezbednosti sportskih događaja treba prići krajnje profesionalno, stručno i odgovorno jer u protivnom posledice mogu da budu velike, kako u pogledu povređivanja učesnika sportskog događaja tako i u pogledu činjenja velike materijalne štete na sportskim objektima.

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## **UPOREDNA ANALIZA TAKMIČARSKJE RAVNOTEŽE MLS, PREMIJER LIGE I JELEN SUPER LIGE U FUDBALU OD 2001. DO 2013. GODINE**

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### **Apstrakt**

Važnost takmičarske ravnoteže kao faktora koji doprinosi kvalitetu jedne sportske lige se ogleda u neizvesnosti samog takmičenja. Utakmice čiji se ishod unapred zna ne privlače pažnju navijača ni medija, čime taj sportski događaj gubi svoj osnovni smisao. U SAD i Evropi postoje različiti pristupi rešavanju problema takmičarske ravnoteže. Cilj ovog istraživanja bio je da uporedi takmičarsku ravnotežu Jelen super lige Srbije, Engleske Premijer lige i MLS fudbalske lige SAD. Istraživanje je vršeno u periodu od 12 sezona. Takmičarska ravnoteža izračunata je pomoću RSD i HHI indeksa. Rezultati RSD-a su pokazali da je najujednačenija MLS liga, zatim sledi Engleska Premijer liga, dok je najneujednačenija Jelen super liga. Izračunavanjem HHI su potvrđeni rezultati RSD-a. Najmanja vrednost HHI indeksa je zabeležena kod MLS lige i iznosi 2,125. U Engleskoj Premijer ligi, taj indeks je 5,167, a u Jelen super ligi 7,500. MLS liga je najujednačenija zahvaljujući mehanizmima čiji je cilj postizanje i održavanje takmičarske ravnoteže. Zahvaljujući tim mehanizmima kvalitet MLS lige raste iz sezone u sezonu. U Engleskoj Premijer ligi je mali broj najkvalitetnijih klubova koji se bore za šampionsku titulu, dok je u Srbiji taj broj sveden samo na dva kluba. Tako, Crvena Zvezda i Partizan godinama odskaču kvalitetom u odnosu na ostale klubove u Srbiji. U Srbiji, kao uostalom i na prostoru bivše Jugoslavije, svi ovi segmenti kojima se ujednačava takmičarska ravnoteža, izuzimajući system takmičenja, koji funkcioniše po principima najkvalitetnijih liga u Evropi, nisu na

dovoljno visokom nivou da bi njihov uticaj omogućio uspostavljanje sistema propisa i regulativa koje će da unaprede kvalitet takmičenja.

**Ključne reči:** fudbal, ravnoteža, takmičenje.

## Uvod

Teško da današnji svet možemo da zamislimo bez fudbala (Naghshbandi, Bahram, Zeher i Mehdi, 2011). Međunarodna fudbalska federacija [FIFA] danas ima više članica ( $n = 209$ ) nego što to imaju Ujedinjene Nacije ( $n = 193$ ). Gerrard (2004) konstatuje da je fudbal nesumnjivo najpopularniji timski sport na svetu i istovremeno uspešan biznis, kako to lepo rekoše Fort i Quirk (1995) da profesionalne sportske lige „su u poslu prodaje takmičenja na sportskom terenu“ (str. 1265). Nesumnjivo je da fudbal ima *globalnu popularnost* i da svoje najbolje trenutke upravo doživljava početkom 21. veka (Dabson i Goddard, 2001). Szymanski (2001) je istakao činjenicu da 3% svetske trgovine otpada na fudbalsku industriju, a Halicioglu (2006) tome dodaje da se vrednost fudbalske industrije procenjuje na milijarde dolara.

Ali i pored takvog rasta i razvoja fudbala, postoje mnogobrojna pitanja koje fudbalske lige trebaju da reše kako bi se osigurao njihov dugoročni uspeh (Manasis i Avgerinou, 2013). Jedno od ključnih pitanja je *takmičarska ravnoteža*, koja se prvenstveno ogleda u neizvesnosti sportskih događaja (Michie i Oughton, 2004). Hoyer, Smith, Westerbeek, Stewart i Nicholson (2006) svrstavaju takmičarsku ravnotežu među *osam faktora koji utiču na kvalitet sportskih liga*. Owen, Ryan i Weatherston (2007) navode da je takmičarska ravnoteža *stepen jednakosti igračke snage timova* i predstavlja centralni koncept u ekonomskoj analizi profesionalnih sportskih liga. Važnost takmičarske ravnoteže kao činioca koji doprinosi kvalitetu jedne sportske lige se ogleda u neizvesnosti ishoda samoga takmičenja. Utakmice čiji se ishod unapred zna ne privlače pažnju navijača i medija, čime taj sportski događaj gubi svoj osnovni smisao.

Mnogi autori koji su se bavili istraživanjima u oblasti ekonomije timskih sportova shvatili su važnost takmičarske ravnoteže, ali su koristili različite nazive za nju (Goossens, 2006).

Tokis (1949) nije ovaj problem imenovao kao takmičarska ravnoteža, ali je istakao: „Bejzbol magnati nisu budale. Ako neko ima zajedno grupu savršenih igrača, ko će platiti da vidi kako oni igraju sa ostalim timovima u ligi“ (str. 708). Prema osnivaču sportske ekonomije „Priroda industrije (bejzbola) je takva da takmičari moraju biti približno jednake 'veličine' dabi bilo ko bio uspešan“ (Rottenberg, 1956, str. 242). Neale (1964) je govorio o „efektu ligaškog plasmana“ (str. 1) kako bi istakao važnost različitih plasmana timova kroz nekoliko sezona. Jones (1969) naglašava „važnost takmičarske jednakosti“ (str. 3), dok El-hodiri i Quirk (1971) govore o „ujednačenosti takmičarske igračke snage“ (str. 1303) što, po njima, predstavlja značajan faktor za svaku ligu. Janssens i Kesenne (1986) naglasili su važnost „sportske jednakosti“ (str. 305). U svojim istraživanjima Quirk i Fort (1997) koristili su izraz neizvesnost rezultata koji su koristili i neki drugi autori (Baimbridge, Cameron i Dawson, 1996; Kesenne, 2003; Knowles, Sherony i Hauptert, 1992).

Kako postoje različiti nazivi kada je u pitanju takmičarska ravnoteža, postoje i različiti načini njenog merenja. Zimbalist (2002) ističe „postoji skoro tako mnogo načina da se izmeri takmičarska ravnoteža kao i načina da se odredi novčana masa“ (str. 112). Ipak, nijedna od njih nije tako dobro osmišljena da u potpunosti odgovori razlikama koje postoje, pre svega u evropskim fudbalskim ligama (Kringstad i Gerrard, 2007). Te razlike se ogledaju prvenstveno u tome što severnoameričke lige su zatvorene lige, dok u Evropi najbolji klubovi se istovremeno bore na više frontova (igraju u više liga). Najčešće se koristi Ratio of Standard Deviation indeks [RSD] koji su osmislili Noll (1988) i Scully (1989). Postoje i različite alteranive RSD indeksu. To su: National Measure of Seasonal Imbalance [NAMESI] (Goossens, 2006), Herfindahl-Hirschman Index [HHI] (Owen, Ryan i Weatherston, 2007), Gini Coefficient [Gini] (Utt and Fort, 2002), Surprise Index [S] (Groot i Groot, 2003) i drugi.

Fudbalske lige su posebno zanimljive za istraživanja takmičarske ravnoteže. Michie i Oughton (2004) proučavali su fudbalske lige Engleske, Italije, Nemačke, Francuske i Španije. Primetili su jasan pad takmičarske ravnoteže u italijanskoj Serija A Ligi od 1992., tako da ova liga ima njen najveći disbalans od svih ostalih posmatranih liga do 2004. Godine, do kada je posmatranje



vršeno. Nemačka je pokazala takođe disbalans, ali je generalno smanjila takmičarsku neravnotežu u posmatranom periodu. Francuska je pokazala povećanje takmičarske ravnoteže od 1992. godine. U Španiji takmičarski balans je rastao u periodu od 1956. do 1976. godine, a potom je padao. U Engleskoj on je bio stabilan 40 godina (1947-1987), ali posle toga se desio oštar pad. Goossens (2006) je sproveo istraživanje evropskih fudbalskih liga Nemačke, Francuske, Portugalije, Belgije, Engleske. Zaključio je da Nemačka i Francuska nisu usvojili jasan pristup takmičarskoj ravnoteži svojih liga. Belgija i Engleska su pokazale relativno linearno povećanje (tj. smanjenje u takmičarskoj ravnoteži), a Portugalija je bila jedina zemlja koja je imala izraženo negativno linearno smanjenje (tj. povećanje takmičarske ravnoteže). Haan, Koning i van Witteloostuijn (2007) su istakli da se u engleskom fudbalu smanjuje takmičarska ravnoteža. Za takvo smanjenje u Belgiji i Holandiji nisu imali dokaza, a nisu primetili ni jasan pristup takmičarskoj ravnoteži u Nemačkoj, Francuskoj, Italiji i Španiji. Inan i Kaya (2011) su upoređivali takmičarsku ravnotežu u prvoj i drugoj ligi Turske u fudbalu. Korišćeni su C5 indeks i HHI indeks. Utvrđeno je da postoji veća takmičarska ravnoteža u drugoj ligi Turske u fudbalu. Naghshbandi, Yousefi, Etemad i Moradi (2011) su vršili poređenje takmičarske ravnoteže u najkvalitetnijim fudbalskim ligaškim takmičenjima u Iranu, Engleskoj, Nemačkoj, Francuskoj, Španiji i Italiji. Korišćene su sledeće metode: S5 indeks i C5ICB indeks. C5 indeks ukazuje na to da je Francuska liga takmičarski najuravnoteženija, dok u Španiji i Engleskoj postoji najmanja takmičarska ravnoteža. Prema C5ICB indeksu, najveća takmičarska ravnoteža je prisutna u Iranskoj pro ligi, a najmanja u Španiji i Engleskoj. Bloching i Pawlowski (2013) su merili takmičarsku ravnotežu u 5 najkvalitetnijih evropskih fudbalskih liga. Za merenje dugoročne takmičarske ravnoteže su koristili CBR koeficijent, HHI indeks i C5 indeks. Srednjoročnu takmičarsku ravnotežu su merili pomoću UCS, UCL i UREL metoda. Kratkoročna takmičarska ravnoteža je izračunata pomoću Theil indeksa. Došli su do zaključka da je takmičarski najujednačenija francuska liga dok je engleska liga takmičarski najmanje uravnotežena.

Cilj ovog istraživanja je da uporedi takmičarsku ravnotežu u Jelen super ligi Srbije, Engleskoj premijer ligi, koja je najkvalitetnija

u Evropi i MLS ligi u SAD, koja ima najrazvijenije mehanizme, čiji je cilj postizanje i održavanje takmičarske ravnoteže.

## Metode

### Uzorak entiteta

Uzorak entiteta čine tri profesionalne fudbalske lige (Jelen super liga Srbije, MLS liga u SAD i Engleska premijer liga). Uzorak koji je podvrgnut istraživanju se odnosi na period od sezone 2001/2002 do sezone 2012/2013 za sve navedene lige. Broj klubova koji se takmičio u tom periodu od 12 sezona je varirao u Jelen super ligi i MLS ligi. U Jelen super ligi Srbije, broj klubova je varirao između 12 (period između sezona 2006/2007 i 2008/09) i 18 (2001/2002 i 2002/2003). Što se tiče MLS lige, u sezoni 2001/2002 učestvovalo 10 klubova da bi taj broj porastao na 19 u sezoni 2012/13. U Engleskoj Premijer ligi, broj klubova se nije menjao u datom periodu i takmičenje je konstantno činilo 20 timova.

### Uzorak varijabli

Prilikom ovog istraživanja korišćene su sledeće varijable:

- procenat ostvarenih pobeda svake ekipe u ligi (POB),
- broj odigranih utakmica svake ekipe u ligi ( $n$ ),
- broj osvojenih prvih mesta na kraju prvenstva svakog tima pojedinačno ( $x$ ), i
- broj odigranih sezona ( $s$ ).

### Metode obrade podataka

Istraživanje je vršeno kombinacijom komparativne metode koja se koristila za upoređivanje takmičarske ravnoteže u profesionalnim fudbalskim ligama, metoda kompilacije koja se koristila za citiranje raznih izvora, statističkom metodom kojima su obrađeni prikupljeni podaci, metodom za izračunavanje RSD i metodom za izračunavanje HHI indeksa.

Za matematička i statistička računanja korišćeni su aplikacioni računarski programi: SPSS 20 i Microsoft Excel 2010. Za izradu grafikona takođe je korišćen Microsoft Excel 2010.

## Rezultati

Na osnovu Tabele 1 možemo da zaključimo da je broj klubova, učesnika u Jelen super ligi bio promenljiv. U sezonama 2001/2002 i 2002/2003 je učestvovalo 18 klubova, dok je u sezonama 2006/2007, 2007/2008 i 2008/2009 učestvovalo 12 klubova. Prosečan maksimalan učinak klubova učesnika iznosi 86,1%, dok je srednja vrednost minimuma 19,4%. Što se tiče standardne devijacije, njen prosek iznosi 0,174. Vrednost idealne standardne devijacije se menjala u zavisnosti od promene broja timova. Najmanja zabeležena vrednost je 0,086, dok je najveća 0,091. Prosečna vrednost relativne standardne devijacije iznosi 1,918. Najviši nivo takmičarske ravnoteže bio je u sezoni 2010/2011, dok je najniži u sezoni 2007/2008.

Tabela 1 Takmičarska ravnoteža u Jelen super ligi Srbije

S	N	max (%)	min (%)	SD	ISD	RSD
2012/13	16	0,833	0,200	0,158	0,091	1,736
2011/12	16	0,900	0,217	0,184	0,091	2,022
2010/11	16	0,867	0,083	0,199	0,091	2,187
2009/10	16	0,900	0,333	0,157	0,091	1,725
2008/09	12	0,833	0,364	0,148	0,087	1,701
2007/08	12	0,848	0,212	0,188	0,087	2,161
2006/07	12	0,795	0,068	0,186	0,107	1,738
2005/06	16	0,883	0,133	0,191	0,091	2,099
2004/05	16	0,917	0,167	0,187	0,091	2,055
2003/04	16	0,850	0,167	0,170	0,091	1,868
2002/03	18	0,882	0,132	0,185	0,086	2,151
2001/02	18	0,823	0,250	0,135	0,086	1,570
		0,861	0,194	0,174		1,918

Legenda: *S*- Sezona; *N*- Broj timova koji učestvuju u ligi; *max (%)*-Maksimum ostvarenih pobeda jednog od timova učesnika; *min (%)*-Minimum ostvarenih pobeda jednog od timova učesnika; *SD*-Standardna devijacija; *ISD*- Idealna standardna devijacija; *RSD*-Relativna standardna devijacija.

Tabela 2 prikazuje mere takmičarske ravnoteže Engleske Premijer lige u fudbalu. Merenje je vršeno za 12 sezona, počev od

takmičarske sezone 2001/2002 pa sve do takmičarske sezone 2012/2013. Možemo da primetimo da je broj timova, učesnika u ligi bio konstantan i da je ligu sačinjavalo 20 klubova. Prosečan postotak pobjeda koje je ostvarivao najbolje plasirani tim u ligi iznosi 80,3%. Isto tako, prosječan postotak pobjeda najlošije plasiranih klubova iznosi 27,1%. Kao što možemo da vidimo iz tabele, prosečna vrednost standardne devijacije iznosi 0,146. S obzirom da se broj klubova, a samim tim i broj utakmica, nije menjao tokom sezona, vrednost I idealne standardne devijacije tokom svih 12 sezona iznosi 0,081. Prosečna vrednost Relativne standardne devijacije iznosi 1,800. Liga je bila najujednačenija u sezoni 2010/2011 dok je najmanja takmičarska ravnoteža zabeležena u sezoni 2007/2008.

Tabela 2 Takmičarska ravnoteža u Engleskoj Premijer ligi

S	N	max (%)	min (%)	SD	ISD	RSD
2012/13	20	0,803	0,276	0,152	0,081	1,876
2011/12	20	0,803	0,263	0,148	0,081	1,827
2010/11	20	0,750	0,342	0,111	0,081	1,370
2009/10	20	0,776	0,276	0,155	0,081	1,913
2008/09	20	0,816	0,316	0,159	0,081	1,963
2007/08	20	0,789	0,132	0,174	0,081	2,148
2006/07	20	0,803	0,303	0,137	0,081	1,691
2005/06	20	0,816	0,158	0,161	0,081	1,988
2004/05	20	0,868	0,342	0,144	0,081	1,778
2003/04	20	0,842	0,342	0,131	0,081	1,617
2002/03	20	0,763	0,197	0,135	0,081	1,667
2001/02	20	0,803	0,303	0,143	0,081	1,765
		0,803	0,271	0,146		1,800

Legenda: S- Sezona; N- Broj timova koji učestvuju u ligi; max (%)-Maksimum ostvarenih pobjeda jednog od timova učesnika; min (%)-Minimum ostvarenih pobjeda jednog od timova učesnika; SD-Standardna devijacija; ISD- Idealna standardna devijacija; RSD-Relativna standardna devijacija.

U Tabeli 3 možemo da vidimo mere takmičarske ravnoteže za MLS ligu. Primetno je da je broj klubova varirao od 10 timova koliko ih je nastupalo u sezonama 2002/2003 i 2003/2004 pa do 19 timova

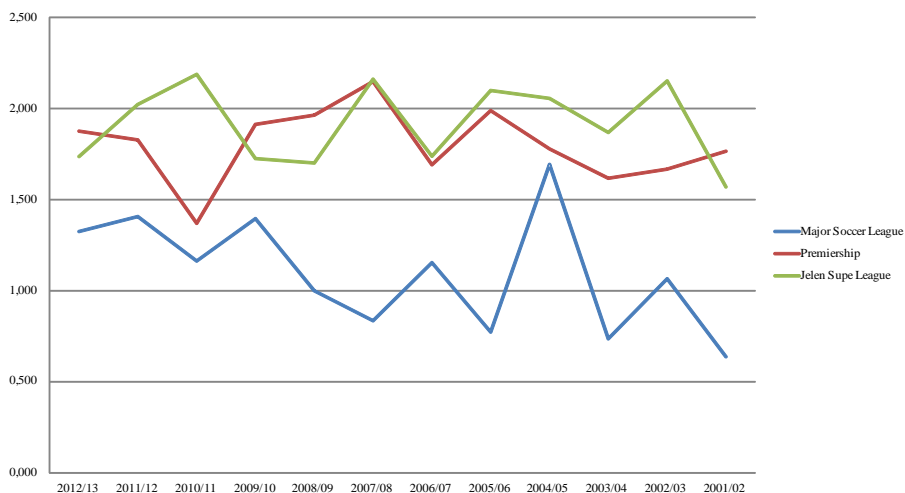
koji su sačinjavali ligu u sezonama 2001/2002, 2011/2012 i 2012/2013. Rezultatski najbolji timovi su tokom 12 sezona prosečno ostvarivali 65,1% uspešnosti dok su najlošiji beležili 31,7% uspešnosti. Srednja vrednost standardne devijacije za taj period iznosi 0,098. Broj učesnika lige se konstantno menjao, samim tim i broj odigranih utakmica svih timova pa tako imamo situaciju da vrednost idealne standardne devijacije varira između 0,086 i 0,094. Prosečna vrednost relativne standardne devijacije iznosi 1,099. Liga je bila najujednačenija u sezoni 2001/2002, dok je najmanja takmičarska ravnoteža zabeležena u sezoni 2004/2005.

Tabela 3 *Takmičarska ravnoteža u MLS ligi*

<i>S</i>	<i>N</i>	<i>max (%)</i>	<i>min (%)</i>	<i>SD</i>	<i>ISD</i>	<i>RSD</i>
2012/13	19	0,632	0,191	0,114	0,086	1,325
2011/12	19	0,691	0,265	0,121	0,086	1,407
2010/11	18	0,706	0,323	0,100	0,086	1,163
2009/10	16	0,683	0,333	0,127	0,091	1,396
2008/09	15	0,600	0,267	0,091	0,091	1,000
2007/08	14	0,667	0,417	0,076	0,091	0,835
2006/07	13	0,650	0,317	0,105	0,091	1,154
2005/06	12	0,625	0,391	0,068	0,088	0,773
2004/05	12	0,719	0,219	0,149	0,088	1,693
2003/04	10	0,617	0,417	0,067	0,091	0,736
2002/03	10	0,633	0,283	0,097	0,091	1,066
2001/02	19	0,583	0,383	0,060	0,094	0,638
		0,651	0,317	0,098		1,099

Legenda: *S*- Sezona; *N*- Broj timova koji učestvuju u ligi; *max (%)*-Maksimum ostvarenih pobeda jednog od timova učesnika; *min (%)*-Minimum ostvarenih pobeda jednog od timova učesnika; *SD*-Standardna devijacija; *ISD*- Idealna standardna devijacija; *RSD*-Relativna standardna devijacija.

Na Slici 1 možemo videti grafički uporedni prikaz veličine RSD indeksa tri lige u posmatranom periodu.



Slika 1 Usporedni prikaz RSD indeksa tri posmatrane lige

Tabela 4 nam prikazuje vrednosti HHI indeksa fudbalskih liga: Engleske, SAD i Srbija. Najmanja vrednost HHI indeksa je zabeležena kod MLS lige i iznosi 2,125, a za Englesku Premijer ligu i iznosi 5,167. HHI indeks za Jelen Super Ligu iznosi 7,500.

Tabela 4 Vrednost Hirfindahl-Hirschman indeksa

Liga	HHI
Engleska premijer liga	5,167
MLS liga	2,125
Jelen super liga Srbije	7,500

## Diskusija

U Tabelama 1-3 su prikazane mere takmičarske ravnoteže fudbalskih liga u Srbiji, Engleskoj i SAD. Prikaz se odnosi za svaku sezonu pojedinačno. Pomoću RSD indeksa pokušalo se doći do odgovora na pitanje: koliko su timovi u ligama ujednačeni po kvalitetu? Rezultati su pokazali da je najujednačenija MLS liga, gdje prosečna vrednost RSD indeksa iznosi 1,099. Engleska Premijer liga je na drugom mestu sa vrednošću 1,800. Jelen super liga Srbije je na trećem mestu sa RSD vrednošću 1,918.

Jelen super liga Srbije je, prema rezultatima ovog istraživanja, najneujednačenija po kvalitetu klubova. To svakako ne čudi, jer je poznato da je kvalitet klubova diferenciran od samoga nastanka lige. Crvena Zvezda i Partizan godinama odskakuju kvalitetom u odnosu na druge klubove i takva situacija se u prošlosti retko menjala. Fudbalski klub Vojvodina iz Novog Sada sigurno da može da prati ova dva kluba u organizacionom smislu, ali u rezultatskom smislu nije na njihovom nivou. Evidentno je da ni navedeni klubovi već odavno ne igraju značajniju ulogu u evropskim okvirima, što dodatno otežava situaciju. Samo po sebi postavlja se pitanje: Na kojem nivou se nalazi ostatak učesnika Jelen super lige Srbije? Većina ostalih klubova je u organizacionom smislu na veoma niskom nivou. Razlog za to su i nedovoljni resursi kojima ovi klubovi raspolažu, što je direktna posledica društveno-ekonomske situacije u državi. Samim tim, Jelen super liga Srbije se nalazi na 28. mestu UEFA rang liste (UEFA country coefficients, 2014). To je svakako poražavajući podatak ako znamo da u ovoj ligi učestvuju bivši osvajač Kupa evropskih šampiona (Fudbalski klub Crvena zvezda) i bivši finalista istog takmičenja (Fudbalski klub Partizan).

Činjenica da je MLS liga na prvom mestu po ujednačenosti svakako ne treba da čudi, s obzirom na pravila: Draft, Salary cap (platno ograničenje), raspodela prihoda, i Free agency (Soebbing, 2008). Ona imaju za cilj da ujednače kvalitet timova. Ne treba zanemariti činjenicu da kvalitet takmičenja iz godine u godinu konstantno raste i da je sve veći priliv kvalitetnih igrača iz Evrope i Južne Amerike. Iako platno ograničenje u ligi iznosi 3.1 miliona dolara, liga je našla načina da se privuku i oni igrači koji zarađuju mnogo više i čije će prisustvo podići ukupan kvalitet takmičenja. Doneseno je pravilo da svaki klub može da označi 3 igrača koji neće da podležu pravilu platnog ograničenja. Posledica toga je ujednačeno takmičenje koje privlači sve kvalitetnije fudbalere. U budućnosti bi trebalo očekivati povećanje platnog ograničenja, a možda čak i njegovo ukidanje. Na taj način bi MLS liga postala konkurentna sa evropskim, ali i ligama iz Južne Amerike. Razvoj fudbala u SAD ograničava i tradicija. Poznato je da on ne spada u nacionalne sportove i kao takav nema isti tretman, a ni popularnost, u onoj meri u kojoj to imaju tradicionalni američki sportovi.

Engleska Premijer liga svakako spada u red najkvalitetnijih fudbalskih takmičenja na svetu. Po mnogim parametrima predstavlja najkvalitetniju fudbalsku ligu na evropskom kontinentu. Moderni fudbal je nastao u Engleskoj, a 1888. godine osnovana je "The Football League" u Engleskoj (Butler, 1998) samo nekoliko godina pošto je formirana prva liga 1871. godine u SAD (Adelman, 1986). Ako se složimo sa činjenicom da Englezi kao narod izuzetno mnogo pažnje posvećuju negovanju tradicije, jasno nam je zašto je organizacija ovog takmičenja na najvećem mogućem nivou. Međutim, ne postoji izražena razlika između takmičarske ravnoteže u Engleskoj Premijer ligi i Jelen super ligi Srbije. Postavlja se pitanje: Šta uzrokuje tu situaciju? Pa svakako da bi odgovor na to pitanje bio da su se neki klubovi izdvojili kvalitetom kako bi bili konkurentni sa najboljim evropskim timovima. Dakle, neki od klubova su postigli izuzetnost u kvalitetu, što ne znači da su ostali na nivou ispod proseka. Može se reći da su oni klubovi koji se u Engleskoj Premijer Ligi bore za opstanak u organizacionom i finansijskom smislu u puno boljem položaju nego klubovi u drugim državama koji su mnogo bolje plasirani. Međutim, konkurencija je izuzetno velika i takvi klubovi ne mogu da budu konkurentni sa onima koji svake godine iznova probijaju barijere u smislu ulaganja u igrački kadar.

Već smo ranije istakli da su na problem neujednačenosti u engleskom fudbalu ukazivali i neki drugi istraživači. Naghshbandi i saradnici (2011) utvrdili su da je Engleska Premijer liga, uz špansku Primera ligu, najneujednačenija po kvalitetu timova. Do sličnog zaključka su došli i Bloching i Pawlowski (2013). Po njima je Engleska Premijer liga takmičarski najneujednačenija od svih "liga petice".

Na osnovu Tabele 4 možemo da vidimo koliko zapravo nedostaje neizvesnosti u Jelen super ligi Srbije. HHI indeks iznosi 7,500 što je direktna posledica dominacije FK Crvena Zvezda i FK Partizan. U engleskoj Premijer Ligi HHI je nešto niži, sa vrednošću od 5,167 i na osnovu toga ne možemo da kažemo da postoji neka veća neizvesnost u smislu kandidata za titulu. Međutim, za razliku od Srbije, u Engleskoj postoji najmanje 4 kluba koji se bore za prvo mesto. Što se tiče MLS lige, možemo da kažemo da u njoj vlada konstantna neizvesnost kada su u pitanju timovi koji konkurišu za



prvo mesto u ligaškom delu sezone. To pokazuje i HHI, koji iznosi 2,125.

Dalja istraživanja treba proširiti na još neke lige i koristiti i druge metode kako bi se mogla s većom sigurnošću utvrditi korelacija između ujednačenosti i kvaliteta liga.

## **Zaključak**

Cilj ovog istraživanja je bio da se uporedi takmičarska ravnoteža između fudbalskih liga: Jelen super lige Srbije, Engleske Premijer lige i MLS SAD. Rezultati su nedvosmisleno potvrdili pretpostavke o neujednačenosti Jelen super lige u odnosu na elitne rangove takmičenja u Engleskoj i SAD.

Međutim, treba naglasiti da neujednačenost lige nije najveći problem klupskog fudbala u Srbiji. Na osnovu ovog rada možemo da tvrdimo da ni Engleska Premijer liga nije takmičenje u kome je postignut visok nivo takmičarske ravnoteže. Osnovni problem je organizacione prirode. Klubovi jednostavno ne funkcionišu kao organizacije sa jasno određenim strategijama. Takođe, nisu rešena pitanja vlasničkih odnosa i finansiranja sportskih organizacija, što se direktno odražava i na fudbalske klubove. Talenat igrača je neosporan, mnogi fudbaleri iz Jelen super lige su po odlasku napravili zapažene karijere u najkvalitetnijim evropskim ligama. Dakle, potrebno je da se talenat pretoči u kvalitet kroz jedno kvalitetno takmičenje, sa stabilnim klubovima, učesnicima.

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## **DOSTOJANSTVO I PROKLETSTVO SPORTA**

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### **Apstrakt**

U ovom tekstu razmatraju se etički i aksiološki aspekti sporta koji, kao i svaki globalni fenomen današnjice, ima svoje dostojanstvo i, kao kontrast, svoje prokletstvo. Predmet rada je analiza relevantnih novinskih članaka, a cilj rada je doći do odgovora na pitanje kakav uticaj i posledice na čoveka može da ima shvatanje da mu sport omogućava dostojanstvo, ili da, pod određenim okolnostima, sam sport postaje prokletstvo. U prvom delu teksta razmatraju se one komponente sporta koje omogućavaju sportistima i drugim učesnicima u sportu da ostvare dostojanstvo svog života kao jednu od najvećih vrednosti u procesu ostvarivanja smisla života. U drugom delu teksta razmatraju se pojave shvatanja sporta kao „prokletstva“, koje mogu da kod sportista ili drugih učesnika u sportu, ometaju ili onemogućavaju ostvarivanje pozitivnog smera smisla života. U radu su korišćeni metodi analize, indukcije i dedukcije.

**Ključne reči:** sport, dostojanstvo sporta, prokletstvo sporta, etika sporta, vrednost sporta, smisao života

### **Uvod**

Sport čine sportisti, sportske organizacije, sportski klubovi, navijači u sportu i drugi učesnici u sportu, kao što su: sportske sudije, sportski treneri, sportski fizioterapeuti, sportski navijači, sportski novinari, sportski fotografi, gledaoci, i drugi. U Republici Srbiji, Zakonom o sportu definisana su 22 pojma i sintagme u vezi sa sportom: od sportske aktivnosti i sportske delatnosti do „stručni sportski nadzornik sporta”.

Skoro svaka komponenta sporta može da ima svoje dostojanstvo i svoje prokletstvo kao posledicu shvatanja da sport ima vrlo važnu ulogu za čoveka i da može, u nekim uslovima i okolnostima bitno da utiče na proces njegovog ostvarivanja smisla života ili da dovede do obesmišljavanja smisla života. Sintagme „dostojanstvo sporta“ i „prokletstvo sporta“ imaju, pre svega vrednosno značenje. Čovekov aksiološki pristup stvarnosti podrazumeva preispitivanje sopstvenog i tuđeg ponašanja metodom vrednovanja prema kriterijumima sopstvene vrednosne orijentacije, ali i prema univerzalnim vrednostima sopstvene kulture i iz aspekta univerzalnih vrednosti čovečanstva.

Kakve posledice za čoveka može da ima shvatanje da mu sport omogućava dostojanstvo ili da u posebnim uslovima i okolnostima postaje prokletstvo?

Kakva je vrednost „prokletog“ i kako se do te vrednosti dolazi? Da li ona objektivno u stvarnosti postoji nezavisno od čovekove svesti ili je sam čovek izmišlja, dodeljuje stvarima i procesima radi neke samo njemu znane svrhe (ili njegovog smisla života - da drugima dodeljuje „prokletstvo“)?

Najpre, sportisti sami smatraju (možda pod nečijim uticajem) da postoji prokletstvo u vezi sa: sportskim rekvizitima, terenima za sport (i gradovima u kojima se oni nalaze), takmičenjima, drugim sportistima, sportskim sudijama, itd. Zatim, sportisti misle da postoje i prokletstva nekih sportskih takmičenja, kao što je olimpijada, svetsko prvenstvo, kupovi, lige, sve do lokalnih takmičenja koja imaju svoja mala „prokletstva“.

Od prokletstva nisu izuzete sportske organizacije, sportske sudije, sportski događaji koji nisu takmičarski, sve do sporta kao amaterske ili rekreacione delatnosti velikog broja ljudi.

Sportski treneri i drugi sportski radnici imaju svoja posebna i specifična prokletstva, u vezi sa: iznenadnim odlaskom ili dolaskom novih sportista usred sezone, u vezi sa iznenadnim promenama u finansijskom poslovanju, odnosu prema vlasnicima klubova ili sportskih organizacija, u vezi sa pojavama povreda ili bolesti sportista ili pojava doping, korišćenja alkohola i droga kod sportista, itd.

Sportski navijači smatraju da postoji “prokletstvo” koje niti jednom sportskim navijanjem ne može da se “razbije” - ipak oni uporno to pokušavaju. Ako im ne uspe, to znači da oni nisu odgovorni zbog toga što je “prokletstvo” jače od svih. Ako im uspe, smatraju da je to izuzetak id a ih opet, tamo negde u budućnosti u zasedi čeka novo “prokletstvo” koje nije moguće pobediti.

Bez obzira na shvatanje da li sport doprinosi dostojanstvu ličnosti ili je prokletstvo za one ljude koji su za njega vezali svoju sudbinu - ostvarivanje svom smisla života, on ima važnu ulogu za svakog čoveka a za društvo je od strateškog značaja, posebno za psihofizički i duhovni razvoj dece i omladine, tj. za budućnost nacije.

„Sport je u Ustavu Republike Srbije definisan kao kategorija od posebnog društvenog interesa i velikim delom se finansira iz budžeta Republike Srbije. ... Fizička neaktivnost dece, a pogotovo adolescenata, negativno utiče na njihov fizički i duhovni razvoj. Takva situacija ugrožava javno zdravlje, a samim tim i zdravlje pojedinaca, dok istovremeno umanjuje regrutnu bazu za vrhunski sport. Otuda deca u sportu jesu osnovni prioritet Strategije razvoja sporta u Republici Srbiji.“<sup>1</sup>

Baviti se sportom, pobediti sebe, biti aktivan i upoznati se sa svim vrednostima redovne fizičke aktivnosti su sve više opredeljena stotina hiljada ljudi koji pešače, trče, voze bicikl, plivaju, skijaju, vežbaju, uče određene veštine itd. U Republici Srbiji, Zakonom o sportu definisana su 22 pojma i sintagme u vezi sa sportom: od sportske aktivnosti i sportske delatnosti do „stručni sportski nadzornik sporta”.

Sportske delatnosti jesu delatnosti kojima se obezbeđuju uslovi za obavljanje sportskih aktivnosti, odnosno omogućava njihovo obavljanje, a naročito: organizovanje učešća i vođenje sportskih takmičenja, uključujući i međunarodna takmičenja, obučavanje za bavljenje sportskim aktivnostima i planiranje i vođenje sportskih aktivnosti; sportsko suđenje; organizovanje sportskih

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<sup>1</sup> Strategiju razvoja sporta u Republici Srbiji za period od 2009. do 2013. Godine, Strategija je objavljena u "Službenom glasniku RS", br. 110/2008 od 2.12.2008. godine.

priprema i sportskih priredaba; obezbeđenje i upravljanje sportskom opremom i objektima; stručno obrazovanje, osposobljavanje, usavršavanje i informisanje u oblasti sporta; naučnoistraživački i istraživačko-razvojni rad u sportu; propaganda i marketing u sportu; savetodavne i stručne usluge u sportu; sportsko posredovanje.

Stručni sportski nadzornik sporta jeste lice koje obavlja nadzor nad stručnim radom u oblasti sporta, prati i predlaže mere koje preduzima organizacija u oblasti sporta, odnosno sportski stručnjak radi otklanjanja nedostataka, i o uočenim nedostacima u primeni mera obaveštava ministra nadležnog za sport (u daljem tekstu: ministar).

Moguće je da se čovek sam bavi sportom, kao što je to slučaj sa fitnessom. Tim terminom iz oblasti sporta označava se čovekov izbor za jednim posebnim načinom života koji podrazumeva vežbanje, pravilnu "sportsku ishranu", programe psihičkog rasterećenja, relaksaciju, razne estetske programe i sve drugo u vezi sa sportom. Dakle, sport može da bude način života koji na nivou individue ne mora da ima ni sportsku publiku niti sportske navijače.

### **Pojam „dostojanstvo”**

Šta je dostojanstvo? Postoje mnoge ljudske vrednosti, a jedinstveni pojam "dostojanstvo", označen je terminom koji, kao imenica srednjeg roda, ima samo jedninu. Prema Kantu, dostojanstvo je čovekova apsolutna svrha, to znači da čovek drugog čoveka nikad ne sme da koristi kao sredstvo, nego uvek kao konačnu svrhu. Dostojanstvo je unutrašnja potreba (težnja za ostvarivanjem sopstvenog originalnog smisla života), ali i socijalni zahtev za vrednovanjem i poštovanjem drugih ljudi u njihovoj različitosti.

Težnjom ka većem ličnom dostojanstvu i unapređivanjem poštovanja dostojanstva drugih, čovek ispunjava svoj život smislom i pridonosi progresu ljudskog roda. Dostojanstvo pripada svakom živom čoveku, ali i nerođenom i umrlom. Savremene države i međunarodne organizacije čine sve kako bi zaštitile čovekovo dostojanstvo i sprečile njegovo ugrožavanje.



„Ljudsko dostojanstvo nema cenu, sve naše slobode i prava zasnivaju se na dostojanstvu čoveka kao najvišoj vrednosti. Ne treba tolerisati ugrožavanje ljudskog dostojanstva na perfidan način, ali, kao od „kulture spektakla”, opasnost vreba i od „kulture cenzure”. Svako treba da razvije odgovornost i mehanizam zaštite od pretnji svom i tuđem dostojanstvu - kaže zaštitnik građana i dodaje da je mnogo bolje kada društvo uspe da se izbori sa nekulturom bez pomoći države i prava, ali država u tome mora pružati podršku društvu, te reagovati u ključnim momentima i kada društvo nije dovoljno snažno da u toj borbi prevlada.” (Karanović, 2010).

### **Dostojanstvo sporta**

#### *Fudbalom za ravnopravnost i dostojanstvo*

U organizaciji SOS kanala, a pod pokroviteljstvom Ministarstva za rad i socijalnu politiku, Gradskog sekretarijata za socijalnu zaštitu i Sindikata zaposlenih u socijalnoj zaštiti Republike Srbije, u petak, 19. novembra 2010. godine, u hali SOS kanala (naselje Medaković) održana je velika REVIJA PRIJATELJSTVA pod nazivom FUDBALOM ZA RAVNOPRAVNOST I DOSTOJANSTVO.

Inicijatori akcije su selektor reprezentacije Srbije Vladimir Petrović Pižon, ministar Rasim Ljajić i direktor SOS kanala Dragiša Kovačević. Na turniru su učestvovali mali fudbaleri koji igraju u Lino ligi budućih šampiona, zatim deca sa posebnim potrebama, štíćenici Doma za nezbrinutu decu „Jovan Jovanović Zmaj“, deca romske nacionalnosti, žene, javne ličnosti među kojima su bili i članovi Vlade, narodni poslanici, privrednici, predstavnici stranih ambasada, Evropske komisije... Ispred opštine Voždovac takmičili su se dr Dragan Vukanić, predsednik opštine Voždovac, Vlado Sekulić, savetnik dr Vukanića i Milan Martinović, član Opštinskog veća.

Posebna atrakcija bila je šutiranje penala Ivici Kralju i Stevanu Diki Stojanoviću. Ulaznica za reviju bila je knjiga, dok su za decu obezbeđeni prigodni pokloni. SOS kanal je obezbedio komplet sportske opreme (dresovi, kopačke, lopte...) za fudbalski klub BORAC iz Adrana, kod Kraljeva. Reč je o klubu koji slavi 90 godina postojanja i koji je pretrpeo veliku štetu u nedavnom zemljotresu jer su mu srušene svlačionice.

## **Valeta: igramo za dostojanstvo**

*Fudbaleri Valeta stigli su još u nedelju u Beograd, a u ponedeljak veče su odradili trening na stadionu Partizana, uoči revanša 2. kola kvalifikacija za LŠ.*

Maltežani su prvi meč izgubili sa 4:1 na domaćem terenu, pa bi revanš u Beogradu trebalo da predstavlja formalnost. Trener Valate Mark Miler nije bio utučen pred meč sa srpskim šampionom, svestan pozicije u kojoj se nalazi njegov klub.

„Želimo da ostavimo što bolji utisak jer imamo ponos, igraćemo za naše dostojanstvo. Pokušaćemo da držimo loptu što duže i ako nam se ukaže šansa postignemo neki gol. Jasno je i nama da je prvak Srbije kvalitetniji tim ali ćemo pokušati da mu se odupremo”, rekao je Miler. Trener Valeta je osim Babovića, koga je pohvalio već posle prvog susreta, visoko ocenio i učinak defanzivaca Partizana, posebno bočnih igrača. (*Valeta*)

## **Odbojkaši igraju za dostojanstvo**

Dosta je bilo igre sa ugledom. Odbojkaši hoće da na Svetskom kupu sačuvaju čast, jer su svesni da imaju samo teoretske šanse da već u Japanu izbore Olimpijske igre u Londonu. Evropski prvaci ne žele više da se brukaju i nadaju se da će ih u četvrtak (10.20) u Osaki inspirisati pune tribine protiv Japana.

- Sa domaćinom uvek mora dobro da se igra - ističe selektor Igor Kolaković. - Na nama je da podignemo nivo igre i odgovornosti kako bismo konačno pobedili. Juče jesmo trenirali, ali to je nedovoljno da bi se bilo šta u igri popravilo.

Miloš Terzić očekuje težak meč i ne krije da ne vidi „orlove“ na pobedničkom postolju: - Ovde smo verovatno izgubili sve šanse za Igre u Londonu. Ali trebalo bi da sačuvamo dostojanstvo. Ipak smo evropski prvaci, to nam nalaže da igramo i borimo se do kraja.

Ni Dragan Stanković nije previše opterećen Japancima: - Želeo bih da se vratimo u normalu, da počnemo da igramo, da nam je

nebitno ko je sa druge strane mreže. Iskreno se nadam da smo ušli u ovdašnji ritam. Mada posle katastrofe sa Iranom, čini mi se da sve zavisi od dana, početka utakmice, tako da je nezahvalno govoriti o bilo čemu.

Miloš Nikić podvlači da igraju slabo od početka Svetskog kupa: - Puno grešimo, pokazali smo malo volje, želju za pobedom. Ako se nešto ne promeni, ne možemo ništa bolje da očekujemo, jer sa ovom igrom nemamo šta da tražimo. Moramo da odlučimo šta ćemo, da se pogledamo u oči, da li ćemo da igramo ili da se vučemo po terenu! (*Odbojkaši*)

### **Vujošević: branićemo svoje dostojanstvo!**

*Trener košarkaša Partizana Duško Vujošević izjavio je da je ekipa Panatinaikosa veliki favorit u utakmici prvog kola grupe ... (Košarka)*

Trener košarkaša Partizana Duško Vujošević izjavio je da je ekipa Panatinaikosa veliki favorit u utakmici prvog kola grupe E Top 16 faze Evrolige, ali da će crno-beli na terenu dati sve od sebe i pokazati dostojanstvo.

Nalazimo se u izuzetno teškoj grupi, ali ćemo na svakom meču braniti svoje dostojanstvo. Panatinaikos je veliki favorit, ima neke probleme sa povredama igrača, ali mislim da je nama teže zbog neigranja Aleksandra Marića. Na terenu će svi da pruže maksimum, a videćemo za šta će to biti dovoljno - rekao je Vujošević na konferenciji za novinare u Beogradu.

Partizan i Panatinaikos, aktuelni šampion Evrope, već četvrtu sezonu zaredom igraju međusobne utakmice u Evroligi, a prošle sezone crno-beli su baš protiv atinske ekipe odigrali premijerni meč u "Beogradskoj areni". Na toj utakmici oboren je i rekord po broju gledalaca u Evroligi. Košarkaš Partizana Dušan Kecman, koji je prošle sezone igrao za Panatinaikos, ocenio je da Atinjani praktično nemaju slabu tačku u timu.

Znamo ekipu Panatinaikosa iz prethodnih sezona, igraju dobru košarku. Teško im je pronaći slabe tačke, ali možda ih je malo

omela povreda Marka Batista. Mislim da će energija i borba u odbrani odlučiti pobjednika utakmice - kazao je Kecman. Utakmica prvog kola grupe između Panatinaikosa i Partizana igra se u sredu od 20 sati u Atini. Dan kasnije u drugoj utakmici ove grupe Barselona dočekuje grčki Marusi. (*Vujošević*)

### **Kolaković: moramo da zadržimo dostojanstvo**

*Selektor srpskih odbojkaša kaže da je posle trećeg poraza jasno da Orlovi nisu spremni za naporno takmičenje na Svetskom kupu u Japanu. (Kolaković)*

Selektor odbojkaške reprezentacije Srbije Igor Kolaković izjavio je u utorak u Nagoji da je posle trećeg poraza na Svetskom kupu jasno da ekipa nije spremna za "ovako dugačak turnir". Srbija je danas od Irana sa 2:3 u setovima, u 3. kolu takmičenja na Svetskom kupu u Japanu.

"Utakmica je bila važna u psihološkom smislu, da se posle dva poraza vratimo na pravi put. Situacija u igri se razvijala suprotno našim očekivanjima. Posle trećeg poraza nije teško primetiti da nismo spremni za ovako dugačak turnir", rekao je Kolaković.

On je dodao da može da nađe mnogo opravdanja, ali da je "svima teško", jer su ambicije bile mnogo veće. Tri najuspešnije ekipe na Svetskom kupu obezbediće plasman na Olimpijske igre 2012. u Londonu.

"Moramo da zadržimo dostojanstvo. Bez obzira na poraze moramo da težimo boljem. Posle Evropskog prvenstva potrošena je energija i mi nismo imali snage za ovakav turnir", rekao je Kolaković i dodao da je sada najvažnije da se igrači vrate zdravi u klubove. (*Sportske*)

## Pojam „prokletstvo”

Prokletstvo i proklinjanje pokreću dubinske sile koje nadilaze čoveka; snagom izgovorene reči, koja kao da automatski razvija svoja pogubna dela, proklinjanje budi strahovitu snagu zla i greha, neumoljivu logiku koja od zla vodi k nesreći. Zbog toga, prokletstvo uključuje u sebi dva usko povezana pojma, uzrok ili uslov pa preko njih učinak koji iz toga sledi: “Kad si to i to učinio (ako to i to učiniš), stići ćete takva i takva nesreća”. Onaj koji proklinje ne može olako proklinjati a da na samog sebe ne nagna prokletstvo koje priziva. Da bi neko proklinjao, mora imati neko pravo na dubinu njegovog bića, pravo zakonske ili očinske vlasti ili pak pravo što ga daje-beda ili nepravedno ugnjetavanje, Božje pravo. Prva reč proklinjanja izlazi iz usta Isusovih samo kod poslednjeg nastupa: “Idite od mene, prokleti!” (Mateja 25,41). I upozorava nas da neće promeniti svoje ponašanje u poslednjem času: “I ko čuje moje reči i ne veruje, ja mu neću suditi... Reč koju ja govorih ona će mu suditi u poslednji dan” (Jovan 12,47-48). (*Prokletstvo*)

Pojam „prokletstvo“ u sportu se ne odnosi na misao o suštini iste pojave, koja je u svakodnevnom životu shvaćena na osnovu priče iz Biblije.

Naime u Bibliji se sintagma „Prokletstvo Hama” (kasniji izgovor za mnogobrojne rasističke predrasude) odnosi na 'Ham', biblijsku ličnost iz Starog Zaveta. To je jedan od trojice Nojevih sinova koji su jedini preživeli potop, tako da su svi narodi na svetu nastali od njih. Od te trojice sinova su po predaji nastale tri rase - bela i semitska rasa od Šema, crna ili hamitska od Hama, a žuta od Jafeta.

*“A bejahu sinovi Nojevi koji iziđoše iz kovčega Šem, Ham i Jafet; a Ham je otac Kanaancima. To su tri sina Nojeva, i od njih se naseli sva zemlja. A Noje poče raditi zemlju i posadi vinograd. I napivši se vina opi se, i otkri se nasred šatora svojega. A Ham, otac Kanaanaca, vide golotinju oca svojega i kaza obojici braće svoje na polju. A Šem i Jafet uzeše haljinu i ogrnuše je obojica na ramena svoja, i idući natraške pokriše njim golotinju oca svojega, licem natrag okrenuvši se da ne vide golotinje oca svojega. A kad se Noje probudi od vina, dozna šta mu je učinio mlađi sin i reče: Proklet da je*

*Kanaan, i da bude sluga slugama braće svoje! I još reče: Blagosloven da je Gospod Bog Šemov, i Kanaan da mu bude sluga! Bog da raširi Jafeta, da živi u šatorima Šemovim, a Kanaan da im bude sluga” (Postanje 9:18-27).*

Prema svedočenju Starog Zaveta, na hamitske narode je ovde bačeno prokletstvo i nasledna krivica. Potomci Hama su Kanaanićani, Hetiti, Jebusiti i Amoriti (Postanje 10:15-16), odnosno svi oni narodi koji su naseljavali Svetu zemlju pre dolaska Jevreja. Kroz celi Stari Zavet čitamo priče o ratovima između Jevreja i naroda hamitskog porekla, naročito u knjizi Isusa Navina ili Jošue u kojoj se opisuje kako su Hamiti izgnani sa svoje teritorije. Njihovo hamitsko poreklo bio je izgovor da se proglase za “pogane” ili “sluge slugama”. (Wikipedija)

## **Sportska „prokletstva”**

### **Olimpijsko prokletstvo Brazila**

Iako su bili apsolutni favoriti, Brazilci u finalu izgubili od Meksika sa 2:1 (1:0). - Peralta dvostruki strelac. - Pele uzalud dolazio u London

London - Pesma „Gold” grupe „Spandau balet” odjeknula je na „Vembliju” par sekundi pošto je odsviran kraj finala, ali, mimo svih očekivanja, nije bila namenjena Brazilu. Zlato je pripalo upornim Meksikancima, predvođenim dvostrukim strelcem Oribeom Peraltom, koji su pobedili sa 2:1 (1:0) i tako produžili agoniju brazilske reprezentacije na Olimpijskim igrama. Njima je do sada najbolji plasman bilo četvrto mesto 1968. godine na njihovom terenu. Ukus olimpijskog zlata ranije nisu osetili ni igrači poput Romarija, Rivalda, Roberta Karlosa, Ronaldal i Ronaldinja, a iz Londona neobavljena posla odlaze Nejmar, Marselo, Pato, Oskar, Leandro Damijao... Koliko je ovaj meč bio važan za Brazilce, domaćine Svetskog prvenstva u fudbalu 2014. i Olimpijskih igara 2016, svedoči i to što je Pele došao u London da ih bodri. Ipak, petostruki svetski prvaci ostaju bez jedine titule koja im nedostaje. Ovo im je treće srebro, a imaju i dve bronzne. (Aleksandar Miletić) (*Politika*)

## **Murinjovo prokletstvo**

Madrid - Trener Reala Žoze Murinjo na izlaznim je vratima. Kraljevski klub će Božić dočekati sa 16 bodova manje od Barcelone, a takva činjenica ne ostavlja nikog ravnodušnim. Čak 82 odsto navijača Realu odgovorilo je da bi rado videlo leđa Portugalcu. Posrtanja Realu u ovoj sezoni nisu slučajna. Murinjo, naime, nigde do sada nije izgurao treću sezonu na dobar način, ili je odlazio posle druge ili je dobio otkaz.

Njegovo "prokletstvo treće sezone" počelo je u Portu. Posle dve sjajne sezone otišao je u Čelsi. Dve odlične godine u londonskom klubu nisu mu pomogle. Murinjo je sredinom treće dobio "nogu" od Romana Abramovića. Skrasio se u Interu, osvojio sve što je mogao da osvoji, ali samo u prve dve sezone. Otisnuo se u Madrid, posle uvodne godine, prošle sezone je osvojio titulu, ali ova treća sezona krenula je nizbrdo. Ostaje da se vidi da li će Florentino Perez, prvi čovek Realu imati dovoljno strpljenja ili će Murinjo "leteti" sa Santjago Bernabeua pre kraja sezone. (*Glas javnosti*)

## **Zvezdina serija ruši „prokletstvo” Podgorice**

*Ekipa s Malog Kalemegdana osam godina nije slavila u Morači*

Košarkaši Crvene zvezde nalaze se u nezadrživoj seriji trijumfa u oba takmičenja (ukupno 11). Nakon što je obezbeđena prva pozicija u grupi H Evrokupa, vreme je da izabranici Vlade Vukoičića krenu i u napad na sam tron Jadranske lige. Jedna od najtežih prepreka na tom putu sledi već u subotu, kada crveno-beli gostuju u Podgorici, gde nisu slavili čak osam godina.

"Nema pritiska. Istina je da Zvezda dugo nije slavila u Podgorici, ali za nas to predstavlja dodatni motiv. Svaka utakmica za nosi posebnu draž, ima specifičnu težinu. Svesni smo šta eventualnom pobedom dobijamo i željni smo da dokažemo da to možemo da uradimo. Osnova za to imamo, jer smo u dobroj formi, atmosfera u

ekipi je izvanredna, dišemo kao jedan i to ćemo pokušati da iskoristimo", rekao je Boris Savović. (*Zvezdina serija*)

### **Marijevo prokletstvo?**

*Treći teniser sveta Endi Mari došao je do zaključka da bolje igra kada ne ostavlja poruke na svom profilu na društvenoj mreži Tviter.*

On je prestao da 'tvituje' posle poraza od Nadala u polufinalu US opena, a od tada je osvojio titule u Bangkoku, Tokiju i Šangaju. "Samo sam prestao da ostavljam 'postove' i to mi ne nedostaje, da budem iskren. Bilo je zabavno neko vreme, ali onda sam prestao. Iznenađujuće, nisam izgubio nijedan meč otkad sam prestao da 'tvitujem'".

"Teniseri i ostali sportisti su prilično sujeverni, tako da za poraz na US openu krivim tvitovanje", dodao je Mari. (*Tenis*)

### **Prokletstvo „Najkijeve“ reklame**

Najnovija „Najkijeva“ reklama pod nazivom „Write the future“ već nedeljama prati kampanju za Svetsko prvenstvo i emituje se u desetinama zemalja. Jedna od najpopularnijih novih reklama na sajtu Youtube, koju je od postavljanja pre mesec dana videlo preko 17 miliona ljudi predstavlja najpopularnije fudbalere koji su otputovali u Južnu Afriku u zanimljivim situacijama i služi za namamljivanje novih kupaca. Ipak, uprkos ogromnoj popularnosti i reklame i kampanje, same fudbalere kao da prati „prokletstvo“ novog slogana, pošto je većina njih eliminisana već u prvoj rundi takmičenja na kojem je trebalo da briljiraju. (*Ženski ugao*)

### **Prokletstvo 'zlatne lopte'**

Prokletstvo 'Zlatne lopte' se nastavlja. Gotovo svi igrači u istoriji, koji su bili nagrađeni tom prestižnom nagradom, na narednom Svetskom prvenstvu nisu uspevali da osvoje titulu. Još jedan u nizu igrača koji je osvojio nagradu Frans fudbala, ali je potom prerano



završio takmičenje na narednom Svetskom prvenstvu je Argentinac Leo Messi. Naslednik Maradone, koji je prošle godine, posle osvajanja španske Primere i Lige šampiona, zasluženio osvojio 'Zlatnu loptu', bio je najavljivan kao najveća zvezda turnira u Južnoj Africi i čovek koji bi Argentinu mogao da dovede do titule svetskog prvaka. Ipak, sve to je promenio ubedljivi poraz u četvrtfinalu od Nemačke (4:0).

Prvi koji je osetio prokletstvo 'Zlatne lopte' bio je fudbaler madridskog Reala i selekcije Španije Alfredo Di Stefano. On je 1957. godine osvojio nagradu Frans fudbala, ali nije uspeo ni da se kvalifikuje na naredni Mundijal. Nakon toga 1961. godine, Omar Sivori Enrike osvaja 'Zlatnu loptu', ali godinu dana kasnije, njegova Italija ne uspeva da prođe prvu fazu takmičenja. Portugalac Euzebio je bio nagrađen 1965. godine, ali su na Mundijalu trijumfovali Englezi na čelu sa Bobijem Čarltonom. Đani Rivera je osvojio 'Zlatnu loptu' 1969. godine, međutim na Mundijalu ga je zasenio Gred Miler. Četiri godine kasnije Evropom je harao Johan Krojff, koji je Holandiju uveo u finale, ali su na kraju Nemci bili uspešniji. 'Lopta' je 1977. godine, otišla u ruke Danca Alana Simonsena, međutim, Argentina osvaja svoju prvu titulu na Mundijalima. Prokletstvo se nastavilo 1981. godine - nagradu je osvojio Karl-Hajnc Rumenige, ali je prvak sveta postala Italija. Francuz Mišel Platini je 1985. proglašen za najboljeg igrača, ali je selekcija Argentine ponovo osvojila SP. 'Zlatnu loptu' 1989. godine osvaja Marko Van Basten, ali ni on nije imao snage da svoje 'lale' dovede do trona, pošto su u Italiji 1990. trijumfovali Nemci. Italijan Roberto Bađo je naredni vlasnik 'Zlatne lopte' koji nije uspeo da trijumfuje na Mundijalu, pošto su Brazilci u finalu turnira 1994, posle penala, savladali 'azure'. Najbolji strelac u istoriji Mundijala Brazilac Ronaldo je 1997. godine bio najbolji igrač, ali je i on naredne godine morao da se zadovolji sa finalom Mundijala. Reprezentativac Engleske Majkl Oven 2001. postaje vlasnik 'Zlatne lopte', ali ni Englezi nisu mogli dalje od četvrtfinala. Četiri godine kasnije nagrađen je Brazilac Ronaldinjo, ali titulu osvajaju Italijani. (*Zlatna lopta*)

## Vidić skida prokletstvo

*Mančester junajted nikad u istoriji nije pobedio na Bernabeuu, gde večeras (20.45) gostuje Realu iz Madrida*

Brazilac Ronaldo je u poslednjem okršaju ova dva giganta het-trikom izbacio Mančester junajted iz četvrtfinala Lige šampiona, a tačno deceniju kasnije njegov prezimenjak ponovo ima šansu da zagorča život „crvenim đavolima“. Trostruki šampion Evrope predvođen Srbinom Nemanjom Vidićem večeras (20.45) stiže na Santjago Bernabeu u nadi da će prvi put u istoriji pobediti u Madridu, ali i nakon 45 godina čekanja eliminisati „kraljevski klub“. - Real je u teškoj poziciji, ali veliki klubovi su tada najopasniji. Murinjo je vrhunski motivator, a Ronaldo je fudbaler koga je skoro nemoguće zadržati. Ali ako treba čuvaće ga trojica - kazao je napadač Ostrvljana Van Persi. Za to vreme Ronaldo obećava da će uraditi sve kako bi postao najbolji strelac u istoriji Reala. - Želim da ostanem ovde i obaram rekorde. Naravno, biti najbolji strelac Reala jeste moj najveći cilj. Ipak, za početak želim da postignem gol protiv Junajteda - kaže Kristijano. (*Vidić*)

## Prokletstvo Šarapove u majamiju se nastavlja, titula za Radvansku

Poljska teniserka Agnješka Radvanska trijumfovala je na turniru premijer serije u Majamiju, savladavši u finalu Ruskinju Mariju Šarapovu sa 7:5, 6:4. Šarapova je u finalni duel ušla kao favorit, ne samo zbog toga što je druga teniserka sveta, već i zato što je u međusobnim mečevima protiv Radvanske vodila 7:1. Jedinu pobedu Poljakinja je zabeležila pre pet godina. Ispostavilo se, međutim, da je jedna druga tradicija bila presudna. Šarapova je, naime, tri puta gubila finalne mečeve u Majamiju i tu seriju nije uspela da prekine. Radvanska je bila bolja u svim elementima igre i zasluženno je stigla do prve titule na ovom prestižnom turniru. Poljakinja je na putu do trofeja redom pobedila Medison Kis, Silviju Soler-Espinoza, Garbinu Muguruzu Blanco, Venus Vilijams, Marion Bartoli i Mariju Šarapovu. Sve njih - bez izgubljenog seta. (*Šarapova*)

## **Kapelo: prokletstvo kapitenske trake**

*Selektora engleske fudbalske reprezentacije Fabija Kapela prilično je uzdrmala povreda Rija Ferdinanda koji će zbog oštećenih ligamenata kolena propustiti Svetsko prvenstvo.*

Ferdinand se povredio na prvom treningu selekcije "gordog albiona" u Južnoj Africi, i to nakon naizgled bezazlenog starta Emila Heskija. "Teško da je moj prvi radni dan u Južnoj Africi mogao da bude gori. Bila je to jedna tako bezazlena situacija na treningu koja nema nikakve veze sa kvalitetom terena na kome smo radili. To je to englesko prokletstvo kapitena", rekao je Kapelo. Ferdinand zato neće biti u prilici da na zvaničnom takmičarskom meču bude kapiten Engleza, što mu se kao šansa ukazala kada je Kapelo oduzeo kapitensku traku Džonu Teriju zbog veze sa devojkom Vejna Bridža. "Meni su svi igrači važni, ali Rio je jedan od startera, kapiten, lider...", sa setom je govorio Kapelo, dodavši da se takve stvari jednostavno dešavaju u fudbalu, ponekad na treningu, a ponekad na utakmici.

Strateg Engleza je potom pojasnio kako je do povrede Ferdinanda, koji će kapitensku traku predati Stivenu Džerardu, uopšte došlo: "Bio je to jedan start Heskija posle kog je Rio osetio jak bol. Ferdinand je zajedno sa Emilom spustio nogu na travu a onda probao da napravi naredni korak. Tada se sve i desilo. Taj trenutak je prilično potresao čitavu ekipu, svi su prestali da rade nakon te povrede kapitena", rekao je Kapelo. (*Kapelo*)

## **Zloupotreba novinarske profesije**

Iz aspekta novinarske etike, ispravno je upotrebljavati sintagmu „dostojanstvo sporta“. Sport jeste amaterska aktivnost i profesionalna delatnost koja doprinosi ili direktno ostvaruje dostojanstvo ličnosti za one ljude koji su sport odabrali kao rekreaciju ili kao profesiju koja može da ispuni njihova životna očekivanja ili da, čak, ostvari njihov zamišljeni smisao života. Zašto novinari upotrebljava ju sintagmu „prokletstvo sporta“?

Ako je radi upućivanja na pravi put u redosledu svrha koje ostvaruju smisao života sportista i ljudi kojima je područje sporta jedno od temelja ostvarivanja smisla života, onda je to opravdano.

Ali, ako je samo radi prodavanja novina - onda je neetičko i pogrešno. Onda bi to moglo da se nazove „zloupotreba novinarske profesije“ radi senzacionalizma koji je naručen od vlasnika medija radi veće zarade na štetu objektivnog informisanja javnosti i istine o sportu.

Postoji li, objektivno, „prokletstvo“ za sportiste, za sportska takmičenja, za sportske objekte ili sportske rekvizite? Jesu li sportisti „prokleti ljudi“ i na kojoj osnovi? Mogu li prostori, procesi ili stvari da budu proklete? Kakva je to vrednost koju čovek može da pripiše nečemu i da to postane „proketo“? Kako čovek - sportista može da se izbori sa dilemom: baviti se sportom koji ostvaruje dostojanstvo života ili baviti se sportom koji donosi „prokletstvo“?

Naravno da „objektivno“ - prokletstvo ne postoji. Samo je čovek (često sportski novinar) sposoban da običnim stvarima ili procesima (ponekad i za one koji se još nisu dogodili) pridoda vrednost „prokletog“.

Da li je to etično? U Etičkom kodeksu novinara Srbije postoje sledeći etički zahtevi:

„Pravo je medija da imaju različite uređivačke koncepte, ali je obaveza novinara i urednika da prave jasnu razliku između činjenica koje prenose, komentara, pretpostavki i nagađanja.“ „U slučajevima kada novinar proceni da je u interesu javnosti da objavi nepotvrđenu informaciju ili nagađanje dužan je da izričito navede da informacija nije potvrđena.“ „Novinar ne sme među ljude unositi neopravdan strah, niti ulivati lažne nade.“

Kada novinar izveštava o sportskim porazima ili „sportskim tragedijama“, kao i o sličnim događajima koji uključuju lični bol i šok, novinar je dužan da svoja pitanja prilagodi tako da odražavaju duh saosećanja i diskrecije. Moguće je da je za sportiste njihov lični poraz sličan „tragediji“ ali za sve građane koji su gledaoci velikih

sportskih takmičenja, to je samo sportsko nadmetanje prema ranije utvrđenim sportskim pravilima i nema za cilj da neko doživi ličnu tragediju zbog sporta.

Još je manje opravdano da se sportski porazi opravdavaju „prokletstvima“ bilo koje vrste. Osećanje kod sportista ili drugih učesnika u sportu da postoji „prokletstvo“ u vezi sa sportom, može bitno da utiče na smer njihovih budućih svrha i da objektivno ugrožava ostvarivanje zamišljenog smisla života.

## **Zaključak**

Poznato je da vrhunski rezultati u sportu, koji imaju nacionalnu reprezentativnost u svetu, promovišu sportski talenat, uporan rad trenera, sportskih klubova i organizacija, kao i borbenost i sportsku etiku sportista.

Sport je oduvek imao i sada ima za cilj da održava i jača univerzalne ljudske vrednosti: razboritost do ponositosti, skromnost do samokritičnosti, samopoštovanje do častoljubivosti, odmerenost do smirenosti, vernost do iskrenosti; istrajnost i jakost do hrabrosti; pravičnost do pravednosti; uzdržanost do umerenosti; samokontrola do odgovornosti; solidarnost do plemenitosti; poniznost do susretljivosti; pristojnost do stidljivosti, čak i iskrena detinja čednost do ljudske čestitosti i saosećajnosti do čovekoljublja.

Sport je, danas, u vreme svetske ekonomske krize i globalne krize vrednosti, najverovatnije, područje koje je za mlade ljude vrlo privlačno kao mogućnost ostvarivanja smisla života u sportu, pomoću sporta ili u vezi sa sportom. Sport, dakle, omogućava sportistima i drugim učesnicima u sportu da ostvare dostojanstvo svog života kao jednu od najvećih vrednosti u procesu ostvarivanja svog smisla života.

Pronalaženje ljudskog dostojanstva u sportu slično je i procesu gubljenja smisla života pomoću prokletstva sporta - kao u svim nedozvoljenim delatnostima u vezi sa sportom. Svaki smer i redosled svrha idu ka ostvarivanju smisla ili ka besmislu (obesmišljavanju smisla života). Svaki čovek za sebe, kao čovek i kao sportski novinar,

gledalac, sportski navijač ili menadžer u oblasti sporta - izabire slobodno za sebe svoju varijantu originalnog i neponovljivog smisla života. Kao i u svim drugim ljudskim delatnostima.

Nije primereno sportskim vrednostima da se upotrebljava sintagma „prokletstvo sporta“. Sportski novinari, radi senzacionalizma, upotrebljavaju ove izraze kako bi bolje prodavali svoje novine. Možda nisu niti svesni da time ugrožavaju prave vrednosti sporta - one koje se dobijaju kada se pobedi ali i kada se „sportski“ podnese poraz od onoga koji je u određenim uslovima i okolnostima bio bolji prema univerzalnim pravilima sporta. Ako se od običnog sportskog poraza, koji može da bude i sportsko dostojanstven, isfabrikuje „sportsko prokletstvo“, može se, namerno ili ne, pokrenuti negativne emocije kod sportista, kod drugih učesnika u sportu i kod sportskih navijača i gledalaca osećaj da im je nešto uskraćeno što im pripada. Vrlo blizu je tu i proces traženja „krivca“ koji je doneo „prokletstvo“. Time se oštećuje pozitivan smer ostvarivanja svrha sporta i kod mnogih ljudi može da se obesmisli proces ostvarivanja smisla života.

Sport, kao odabrana profesija, amaterski sport ili sport kao rekreacija i razonoda (gledaoci i navijači u sportu) samo su neke od mogućih čovekovih svrha od beskonačno mnogo drugih. Samo od čoveka zavisi dali će redosled, smer i kvalitet ove odabrane svrhe ići smerom smisla ili besmisla njegovog života.

Pravilnim shvatanjem vrednosti i smisla sporta, kao jedne posebno značajne i visoko etičke delatnosti, čovek može da čuva i razvija najbolje ljudske osobine, koje se u sportu najviše pokazuju kao univerzalne, bez obzira na rase, nacije ili veroispovesti kojima sportisti pripadaju.

Sportisti u Srbiji, svojim izuzetnim sportskim podvizima koji su izdigli sport kao „Srpski brend“, između ostalog, doprinose progresu Srbije. Ako se realizuje ono što je u Ustavu Republike Srbije zapisano, da je sport kategorija od posebnog društvenog interesa i da su deca u sportu osnovni prioritet Strategije razvoja sporta u Republici Srbiji, onda neće samo vrhunski sportisti, već i svi drugi

mladi ljudi koji se bave sportom doprinosti javnom zdravlju, što znači opstanku i budućnosti Srbije.

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## **METODI FORMIRANJA CENA U SPORTU**

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### **Apstrakt**

Predmet ovog rada je da predstavi najvažnije metode u formiranju cena. Cena je osnovni element marketing strategije, jer jedina ostvaruje prihod, za razliku od ostalih instrumenata marketing miksa koji generišu troškove. Bez obzira koliko su sportski proizvodi i usluge dobri, promocija kreativna, distribucija efikasna, sportska organizacija će pretrpeti gubitak ukoliko cena ne pokriva troškove. Zato je važno da marketing menadžeri u sportu razumeju metode i složenost odluka u formiranju cena, jer će na taj način presudno uticati na položaj sportske organizacije na tržištu, njenu konkurentnost i rentabilnost poslovanja. Cilj ovog rada je da prikaže metode formiranja cena kao ključne procese koji utiču na profitabilnost jedne sportske organizacije. S druge strane, na osnovu ciljeva i metoda formiranja cena formuliše se politika cena sportske organizacije koja treba strateški da utiče na širenje uticaja na sportskom tržištu obezbeđujući prepoznatljiv imidž organizacije i njenih proizvoda/usluga kod sportskih potrošača. U radu su korišćene metode analize i sinteze, kao i deduktivna i induktivna metoda.

**Ključne reči:** marketing, profitabilnost, troškovi, tražnja, konkurentnost

### **Uvod**

Cena kao najvidljiviji element marketing miksa ima važnu ulogu u konačnom oblikovanju marketinške ponude. Bez obzira da li cenu koristimo samostalno ili u kombinaciji s ostalim instrumentima marketing miksa, ona treba da omogući realizovanje poslovnih ciljeva na tržištu. Cenu ne treba određivati nezavisno od ostalih elemenata,

već ona treba da bude zajedno s proizvodom, distribucijom i promocijom uklopljena u jedan celovit miks koji pruža najvišu vrednost za kupce. Marketing menadžeri cenu mogu posmatrati iz mnogo uglova, ali svakako najvažniji je ugao potrošača.

U najužem smislu, cena je količina novca tražena za neki proizvod ili uslugu. U širem smislu, cena je zbir vrednosti koje potrošači razmenjuju za korisnost posedovanja ili korišćenja nekog proizvoda/usluge. Kako bi potrošač postigao pozitivno zadovoljstvo, koristi od proizvoda/usluge moraju premašivati troškove. U sportu je to posebno izraženo jer se ukupni troškovi koje snosi potrošač često razlikuju od same cene proizvoda, na primer cene ulaznica, gde moramo uračunati i troškove kao što su: cena prevoza do stadiona ili dvorane, parking mesto, kupovinu suvenira, navijačkih rekvizita i sl., a sve to može bitno uticati na donošenje odluke o kupovini.

Svaki proizvod ili usluga ima svoju cenu i nju moraju odrediti ne samo profitno usmerene organizacije, već i mnoge neprofitne kao što su i sportske organizacije. Cilj marketinga u sportu nije samo postići najvišu moguću cenu za proizvode ili usluge, već formirati cenu koja u kombinaciji s ostalim instrumentima marketing miksa može doprineti ostvarivanju kratkoročnih i dugoročnih ciljeva poslovanja.

Činjenica da se cenovna konkurencija sve više zaoštrava je posledica sve bržeg razvoja sporta zasnovanog na tržišnim principima. Pri donošenju odluka o cenama, sportske organizacije nastoje da s jedne strane cena bude prihvatljiva za potrošače, a s druge strane da se ostvari dobit. Ti ciljevi su vrlo često u međusobnom konfliktu, a mogu da budu i dijametralno suprotni što samo otežava strategijsku poziciju i uspešnost sportske organizacije. Možemo reći da je razlika između uspešnih i neuspešnih sportskih organizacija u načinu pristupa procesu formiranja cena. Kako bi se ostvarila relativno trajna dobit cena mora postati integralni deo strategije ne samo marketinga, već i same sportske organizacije. Zato je formiranje i upravljanje cenama presudna aktivnost koja u velikoj meri utiče na profitabilnost i opstanak jedne organizacije.

## **Teorijska baza**

Ovaj rad fokusira se na metode formiranja cena i razvitak strategija za određivanje cena. Razumevanje načina na koji se formiraju cene bitan je aspekt odlučivanja u sportskom marketingu jer u velikoj meri proizilazi iz promena u tržišnoj areni. Cilj ovog rada je da prikaže metode formiranja cena kao ključne procese koji utiču na profitabilnost jedne sportske organizacije. U radu su korišćene metode analize i sinteze, kao i deduktivna i induktivna metoda.

## **Opšti pristup ceni u marketing miksu**

Cena kao jedan od osnovnih elemenata marketing strategije, bitna je determinanta koja treba sportskim organizacijama da omogući realizovanje ciljeva poslovanja i prenese tržištu nameravanu vrednosnu pozicioniranost proizvoda/usluge ili brenda organizacije. Kao element marketinškog programa cene je najlakše prilagoditi, odnosno, ona može biti brzo promenjena za razliku od karakteristika proizvoda, distributivnih kanala, pa čak i promocije, gde je potrebno daleko više vremena. Cenom kao varijablom marketinškog miksa često se manipuliše, a sve u cilju ostvarivanja tržišnog efekta - povećanja profita. Tri su razloga za to: Prvo, cena je varijabla koja se najbrže menja. Drugo, u određenim tržišnim uslovima (u onima u kojima je potražnja elastična) cena je jedno od najefektnijih sredstava. Treće, cena je lako uočljiva - promene se lako zapažaju, što dovodi do mogućih promena u prosuđivanju potrošača. (*Mullin, 1993, str. 158*).

Za svaku sportsku organizaciju je bitno da cenu posmatra kao komponentu potrošačevog prosuđivanja vrednosti proizvoda ili usluge. Ovo je važno razumeti zato što većina potrošača cenu vezuje upravo za vrednost proizvoda/usluge. Za neke potrošače besplatan proizvod nema vrednosti, dok, suprotno, skup proizvod može da ima veliku vrednost. Poznat je primer pokušaja da se privuče publika za žensku profesionalnu košarkašku ligu (WBL) u SAD-u, tako što će se ulaznice prodavati po niskim cenama. Strategija se pokazala pogrešnom jer su potrošači procenili da i proizvod ima minimalnu vrednost.

U zavisnosti od prirode organizacije (privatna/društvena, profitna/neprofitna), marketing menadžeri u sportu moraju uzeti u obzir i ukupne ciljeve organizacije kada određuju cenu proizvoda: efikasna upotreba resursa, pozitivan stav korisnika, maksimalna izloženost proizvoda, profit, itd. Dakle, ako posmatramo ulogu i značaj cena u sportu u kontekstu cene sportskog proizvoda, onda treba naglasiti i sledeće:

- Teško je odrediti cenu individualnog sportskog proizvoda pomoću tradicionalnog određivanja cene rada, jer određivanje cene sportskog proizvoda često se zasniva na proceni zahteva potrošača;
- Cena samog sportskog proizvoda je uvek veoma mala u poređenju s ukupnom cenom koju plaćaju potrošači sportskog proizvoda. Veliki deo novca odlazi na troškove transporta, zabavne sadržaje i ostale troškove koji se plaćaju nepartnerskim organizacijama.
- Indirektni prihodi (velike zarade koje se ostvaruju kroz ugovore o TV pravima, reklamama, promocijom, prodajom suvenira i sl.) su često veći od direktnih prihoda;
- Mnogi sportski programi ne posluju na profitnoj osnovi, već se oslanjaju na značajan prihod iz budžetskih izvora. Na gotovo svim nivoima sporta postoji spoljašnja finansijska podrška (npr. parkovi ili objekti za rekreaciju koji često finansiraju omladinski sport koristeći poreske prihode). (*Mullin, 1993, str. 19-20*).

Svaka organizacija, preduzeće ili kompanija veoma su osetljivi na promene u nivou cena svojih proizvoda/usluga jer se one neposredno i često u kratkom roku odražavaju na dobit. Za razliku od ostalih marketinških instrumenata (proizvod, distribucija, promocija), cene su uvek kvantitativno izražene i tu je direktna veza između cene i dobiti lako uočljiva. Tako na primer, svaka promena u cenama bitno utiče ne samo na prihode, već i na obim i troškove u pružanju usluga ili proizvodnje. Koliko će se čega prodati na sportskom tržištu i u kom vremenskom periodu zavisice od cena koje sportska organizacija formira za svoje proizvode/usluge. Od prodatih proizvoda/usluga po određenim cenama zavisice visina prihoda. I na kraju, iznos troškova

poslovanja biće uslovljen količinom ili brojem realizovanih proizvoda/usluga. (Milisavljević, 2004, str.396).

Uzimajući u obzir prethodno navedeno, možemo reći da na formiranje cena u sportskoj industriji utiču sledeći faktori:

1) *Status i nivo sportske organizacije* - Postoje značajne razlike između profitnih i neprofitnih organizacija u pristupu formiranja cena. Neprofitne organizacije koje dobijaju razne beneficije kroz direktno budžetsko finansiranje od strane osnivača, države ili bilo koje druge društvene organizacije ili s druge strane putem poreskih olakšica, mogu formirati takve cene koje pokrivaju samo osnovne troškove. Profitne sportske organizacije, koje nemaju beneficije neprofitnih, prinuđene su da uračunaju u svoje cene puni iznos rashoda, kao i svoj profit. S tačke gledišta marketinga, profitne sportske organizacije prinuđene su da budu otvorene za sve segmente tržišta, ali i s kvalitetom usluga i svojih proizvoda koji može da odgovori zahtevu uvećanih cena.

2) *Popularnost i atraktivnost sporta* - Nisu sve sportske discipline jednako privlačne za sportski auditorijum, a samim tim i za marketing. Sigurno da oni sportovi koji su najatraktivniji (fudbal, košarka, tenis) i koji mogu privući veliki broj gledalaca i medija su posebno značajni u marketing strategiji formiranja cene za praćenje takvih sportskih događaja.

3) *Priroda i veličina sportskog tržišta* - Svaki proizvod i usluga nalazi svoj deo tržišta u širokom sportskom auditorijumu koji je osnov formiranja sportskog tržišta. Najčešće postoje jedinstvene cene za celo tržište, mada to nije uvek pravilo. Čak i tamo gde u svojoj osnovi leži utvrđena cena, sportska organizacija sistemom popusta stimuliše potražnju u određenim segmentima sportskog tržišta. Prodaja ulaznica je klasičan primer utvrđene, jedinstvene cene, ali koja se u raznim formama i popustima plasira na različite segmente sportskog tržišta.

4) *Kompleksnost i raznovrsnost usluga* - U sportu osim samih sportskih proizvoda važan deo marketinga predstavlja pružanje određenih sportskih usluga, bilo usluge kao primarnog dela ponude ili usluge koja se koristi za pojačavanje doživljaja samog događaja.

Mnogo je usluga u sportu iz spoljašnjeg okruženja industrije sporta (proizvođači sportske opreme, rekvizita, odeće i obuće, marketinške agencije, sredstva masovnog informisanja, sponzori, oglašivači). Metodologija formiranja cena za usluge ili za proizvode svakako ne može biti ista.

5) *Cena konkurenata* - Konkurencija koja se stvara na sportskim terenima najčešće utiče na prodavce sportskih proizvoda/usluga, koji u isto vreme stvaraju konkurenciju i na sportskom tržištu, na primer, između proizvođača sportske opreme Najk (*Nike*) i Ribok (*Reebok*) koji diktiraju svoje uslove konkurenciji u formiranju cena.

6) *Faktori iz okruženja* - Opšta ekonomska situacija, zakonodavstvo, mere i regulativi vlade, odnosi s lokalnom i globalnom javnošću, platežna sposobnost potrošača, su faktori koji zajedno utiču na formiranje cena i marketing menadžeri ih ne mogu direktno kontrolisati.

### **Metodi formiranja cena u sportu**

Polazeći od marketinškog pristupa sportu važno je prvo naglasiti da sport nije svima jednako dostupan niti je on jednako nužan svim stanovnicima naše planete. Suštinske razlike u shvatanju sporta proizilaze iz različitog stepena razvoja društva u privrednom i kulturnom pogledu. Naravno da od ovih faktora direktno zavisi i razvoj celokupne sportske industrije, njena ponuda na nacionalnim tržištima i konačno njihova cena.

Ako pođemo od toga da se sport različito doživljava u različitim zemljama, a to će zavistiti najviše od socio-ekonomskih varijabli (BDP po glavi stanovnika, nezaposlenost, gustina naseljenosti, procenat gradskog stanovništva, obrazovanje, vera, stavovi, obrasci ponašanja, postojanje mnogih potkultura), onda je sigurno da je njihov uticaj značajan u shvatanju uloge sporta u životu svakog člana jednog društva. Zato pristupi i načini formiranja cena nije isti za svako društvo ili nacionalno tržište i o tome svaki marketinški stručnjak mora voditi računa.

Fokusirajući se na sportske proizvode i usluge, osnovni faktori koji utiču na način formiranja cena i izbor metoda koji obezbeđuju prilagodljivu "tržišnu utakmicu" za potrošačima u sferi sportske industrije su: potreba za sportom, dovoljna količina slobodnog vremena, kupovna moć stanovništva, ulaganje marketinških napora, dostupnost znanja i kapitala.

Međutim, razmatrajući kvalitet sportskog proizvoda/usluge, kao i potrebe stanovništva i njihovu kupovnu moć, možemo zaključiti da zadovoljavanje određenih emotivnih i ličnih potreba potrošača (zdravlje, takmičarski duh, navijačke strasti, lična identifikacija, modni trendovi) može da igra značajnu ulogu u određivanju cena sportskih proizvoda i usluga.

Nema nikakve sumnje da je cena mera vrednosti (izražena u novcu), ali pri određivanju cene pored stvarnih troškova, nužna je procena i subjektivnih vrednosti potrošača. Ovakav pristup posebno je uočljiv u takmičarskom sportu pri formiranju cena ulaznica za neki sportski događaj. Odluka o cenama ulaznica zavisiće i od: procena stvarnih troškova, procene kupovne moći stanovništva, procene vrednosti i značaja samog događaja, procene reputacije učesnika u tom događaju, procene nivoa usluga i procene mogućnosti izbora (neki alternativni događaj ili pozicija mesta za posmatranje utakmice). (Novak, 2006, str. 281).

U sportskoj industriji koriste se različiti metodi formiranja cena. Sama odluka o formiranju cene bazira se na nekoliko tradicionalnih pristupa:

- 1) pristup zasnovan na troškovima (metod troškovi-plus, analiza prelomne tačke i formiranje cena na osnovu ciljanog profita);
- 2) pristup zasnovan na potrošaču (određivanje cena prema percipiranoj vrednosti);
- 3) pristup zasnovan na konkurenciji (određivanje cena na osnovu tekućih cena i zatvorenih ponuda); (Kotler, 2007, str. 680).

*Metodi formiranja cena na osnovu troškova* - zavisiće od proizvoda. Kompanija dizajnira proizvod koji smatra dobrim, sabere

troškove izrade proizvoda pa određuje cenu koja pokriva troškove zajedno s ciljanim profitom. Potom se kupci marketingom moraju uveriti da vrednost proizvoda opravdava cenu njegove kupovine. Ako je cena previsoka, kompanija se mora pomiriti s nižim maržama ili s manjom prodajom, što u oba slučaja rezultira nezadovoljavajućim profitima. (Kotler, 2007, str. 683).

Najjednostavniji metod određivanja cena je *metod troškovi-plus*. Ova metoda se često koristi u sportskoj industriji i bazira se na koncepciji ukupnih troškova. Koristi se sledeća jednostavna formula: troškovi plus željeni profit jednako cena. Da bi ovaj sistem bio delotvoran, moraju se posedovati precizne informacije o fiksnim i varijabilnim troškovima. (Mullin, 1993, str 166). Fiksni troškovi mogu biti, na primer, unajmljivanje stadiona, takse, opremanje prostornih kapaciteta, dok pod varijabilnim troškovima podrazumevamo zarade, materijalni troškovi, troškovi ishrane i sl.

Suština metode je da se na izračunate troškove doda standardna profitna marža. Međutim, formiranje cene preko marže deluje samo ako cena ostvaruje očekivani nivo prodaje. Postavlja se pitanje šta će se desiti ako su troškovi kompanije previsoki u poređenju s troškovima konkurenata? U svakom slučaju, određivanje cene koje zanemaruje tražnju i cene konkurenata neće dovesti do optimalnih cena. (Kotler, 2007, str. 681).

*Analiza prelomne tačke i formiranje cena na osnovu ciljanog profita* je takođe troškovno orijentisan pristup. To je korisna tehnika gde marketing menadžeri treba da ustanove uzajamno delovanje obima proizvodnje, troškova i dobiti, kako bi doneli racionalne odluke o ceni proizvoda/usluge. Drugim rečima, to je princip određivanja cena kako bi se ostvario ciljani profit. Analiza podrazumeva utvrđivanje tzv. prelomne tačke. Dijagram prelomne tačke prikazuje ukupno očekivane troškove i ukupne prihode prema različitim nivoima obima prodaje. Na tom nivou, obezbeđeno je pokriće ukupnih fiksnih i do tada nastalih varijabilnih troškova. Važnost analize prelomne tačke za sportskog marketinškog stručnjaka leži u implikacijama koje ona ima za određivanje, na primer, vanezonskih cena u objektima kao što su sportska igrališta, fitness klubovi, bazeni i sl. Tokom vanezonskih perioda ili van glavnih



termina, kada su igrališta van upotrebe po punoj ceni, menadžer može da naplati bilo koju sumu koja je veća od varijabilnih troškova. Na taj način će periodi s niskim cenama dozvoliti menadžeru da "upije" fiksne troškove kroz primanje dodatnih prihoda koji inače ne bi postojali. Ovakva strategija ne može se održavati na duge staze i kroz sve periode, ali svaki doprinos smanjenju fiksnih troškova je dobrodošao sve dok posetioci ne počnu da se prebacuju sa skupljih termina na jeftinije. (Mullin, 1993, str. 162).

*Metodi formiranja cena na osnovu percipirane vrednosti* - Kompanija određuje svoju ciljnu cenu na osnovu percepcije kupaca o vrednosti proizvoda. Za razliku od metode formiranja cena na osnovu troškova, ovde se polazi od analize potrošačkih potreba i percepcije o vrednosti, gde se cena postavlja tako da odgovara percipiranoj vrednosti od strane potrošača. Drugim rečima, ciljna vrednost i cena pokreću odluke o dizajnu proizvoda i o troškovima koji se mogu snositi.

Kompanije koje određuju cene na osnovu percipirane vrednosti moraju imati u vidu da jedino potrošač odlučuje da li je cena proizvoda/usluge prihvatljiva. Odluke o cenama nužno su usmerene prema kupcu, jer kupujući neki proizvod oni razmenjuju nešto vredno (cenu) kako bi dobili neku vrednost (korist posedovanja ili korišćenja proizvoda). Lako je izračunati trošak koji smo imali u proizvodnji sportske opreme, ali pripisati vrednost jednom sportskom događaju nije nimalo jednostavno. Zadovoljstva poput ambijenta, opuštanja, strasti, razgovora, statusa koji dobijamo od nekog sportskog događaja i vrednost koju očekujemo i hoćemo da izmerimo variraće za različite potrošače i u različitim situacijama. Na primer, bučna grupa navijača može biti uzbudljiva i podsticajna nekom posetioču, ali nekom drugom može predstavljati zastrašujuće iskustvo.

Dakle, kompaniji neće biti lako da meri vrednost koju potrošači pripisuju njenom proizvodu ili usluzi, zato što se potrošači zaista drže tih vrednosti u vrednovanju cene proizvoda/usluge. Ako potrošači percipiraju cenu kao veću od vrednosti proizvoda ili zbira utisaka kod usluga, proizvod neće kupiti, odnosno uslugu neće koristiti. S druge strane, ako potrošači percipiraju cenu kao nižu od

vrednosti proizvoda ili usluge, kupiće ga ili koristiti, ali prodavac tada gubi mogućnost za profit. Stoga, marketinški stručnjaci moraju shvatiti razloge zašto potrošači kupuju neki proizvod/uslugu i postaviti cenu prema potrošačevoj percepciji o vrednosti proizvoda ili usluge.

*Metodi formiranja cena na osnovu konkurencije* - Veliki broj kompanija pri donošenju odluka o cenama svojih proizvoda/usluga pokušava da sagleda verovatne moguće reakcije drugih kompanija, i na osnovu njih odredi racionalnu strategiju cena svojih proizvoda ili usluga. U tržišnoj privredi uvažava se ne samo postojeća, već i potencijalna konkurencija i svaka kompanija mora da odredi odnos svojih cena prema cenama konkurenata, tako što određuju cene koje su ispod, iznad ili u nivou konkurentnih cena. Potrebna je informacija da li pri tim cenama konkurenti ostvaruju ili ne dobit. U praksi se najčešće javljaju dva oblika određivanja cena na osnovu konkurencije: na osnovu tekućih cena i na osnovu zatvorenih ponuda.

*Metodi formiranja cena na osnovu tekućih cena* - zasniva se na ceni konkurenata gde po pravilu tržišni lider diktira cenu na osnovu svoje procene, a ostali se moraju prilagođavati. (Kotler, 2007, str. 685). Prilagođavanja uglavnom podrazumevaju istu, veću ili manju cenu u odnosu na glavne konkurente. (Novak, 2006, str. 282). Međutim, formiranje cene orijentisano ka konkurenciji može da bude vrlo rizično ukoliko kompanija ima veće troškove u odnosu na konkurenciju. (Džober, 2006, str. 205).

*Metodi formiranja cena preko zatvorenih ponuda* - kada kompanija određuje cenu na ovaj način ona zasniva cenu na tome kako misli da će njeni konkurenti odrediti cene, umesto da se rukovodi sopstvenim troškovima ili da se oslanja na tražnju. Potencijalni kupci predaju zapečaćene ponude i predmet se dodeli kupcu koji ponudi najbolju cenu. (Kotler, 2007, str. 686).

## **Zaključak**

Iako necenovni činioци imaju sve veću ulogu u modernom marketinškom procesu, ne možemo reći da cena nije bitan element marketing miksa. Uprkos mnogim unutrašnjim i spoljašnjim faktorima koji utiču na odluke kompanije o cenama, cena je još uvek

jedini element koji generiše prihode; ostali elementi marketinškog miksa generišu troškove.

Svi proizvodi i usluge imaju svoju cenu i nju moraju odrediti ne samo profitno usmerene organizacije, već i mnoge neprofitne kao što su i sportske organizacije. Strategija i metodi formiranja cena određeni su ciljnim tržištem i ciljevima pozicioniranja sportske organizacije. To znači da cilj marketinga u sportu nije samo postići najvišu moguću cenu za proizvode ili usluge, već formirati cenu koja u kombinaciji s ostalim instrumentima marketing miksa može doprineti ostvarivanju kratkoročnih i dugoročnih ciljeva poslovanja. U suštini cena proizvoda je ono što sportska organizacija dobija u zamenu za sav napor koji je uložila u dizajniranje i promociju proizvoda ili usluge i njihov plasman na tržište.

Kako sportski potrošači vezuju cene u odnosu na percipirane upotrebne vrednosti proizvoda ili usluge, važno je da cena ne nadmaši zbir tih vrednosti, jer u suprotnom potrošači neće kupovati. Zato zadatak marketing menadžera u određivanju metoda formiranja cena nije jednostavan i često su prinuđeni da menjaju svoje strategije i politike cena za različite cenovne segmente. Važno je izabrati optimalnu cenovnu politiku kako bi osigurali da sportska organizacija bude uspešna i pri tom generiše optimalan profit.

U želji da se ostvari relativno trajna dobit cena mora postati integralni deo strategije ne samo marketinga, već i same sportske organizacije. Formiranje i upravljanje cenama je presudna aktivnost koja u velikoj meri utiče na profitabilnost i opstanak sportske organizacije. Pri tom ne treba zanemariti poslovno okruženje koje se dramatično menja pa će i politika cena biti podložna stalnim promenama.

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## **POLICIJSKE MERE U SUPROTSTAVLJANJU HULIGANIZMU NA SPORTSKIM DOGAĐAJIMA**

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### **Apstrakt**

Predmet ovog rada odnosi se na suzbijanje povećane agresivnosti i huliganizma na sportskim događajima. Korišćenje policijskih snaga je uspešno, ako je zasnovano na temeljnom poznavanju lokalnih prilika i terena, ali i dobroj informisanosti o namerama navijača, jačini i sastavu navijačkih grupa, kao i o snagama koje će im se pridružiti, ili ih podržati, u slučaju eskalacije nasilja. Policijske organizacije u različitim državama, na različite načine se suprotstavljaju huliganizmu na sportskim priredbama. Na početku suprotstavljanja huliganizmu, policijske snage prvenstveno su koristile represivne mere kao tradicionalni model suprotstavljanja, a kada su kasnije uočile da te mere ne donose adekvatne rezultate, čak u nekim situacijama i podstiču nasilje, počele su da primenjuju proaktivne mere. Normalno, represivne mere nisu, niti će ikada biti, potpuno izbačene iz upotrebe, već su dopunjene proaktivnim merama, u oblastima gde rezultata nije bilo, ili su oni bili veoma loši. Cilj ovog rada je usmeren na prepoznavanje faktora koji karakterišu sportsku priredbu. U radu su korišćeni metodi analize i sinteze.

**Ključne reči:** policija, huliganizam, represija, prevencija

### **Uvod**

Obezbeđenje sportskih priredbi i sprečavanje nereda na njima, uopšte nije jednostavan zadatak. Stepni nasilja koji se mogu pojaviti na sportskim priredbama su različiti i oni zavise od mnogih faktora. Policijske jedinice moraju razmotriti sve faktore, prilikom planiranja

obezbeđenja sportske priredbe. Razumevanje faktora koji doprinose nastajanju nasilja, pomoći će prilikom analize problema, utvrđivanju efektivnosti mera, prepoznavanju ključnih tačaka gde treba intervenisati, a zatim na kraju i pri izboru adekvatnih odgovora na nasilje.

Policijske snage prilikom obezbeđenja moraju uzeti u obzir da sportski događaj koji se smatra značajnim, može izazvati povećanu agresivnost kod gledalaca. Na primer, važna pobeda može da proizvede nemire, u okviru proslave na objektu, ili na ulicama u njegovoj blizini. Kvalitet sportske igre, takođe može doprineti nastajanju nasilja. Ako se očekivanja gledalaca ne ispune, njihov tim igra slabo, navijači mogu da ispolje nezadovoljstvo, zviždanjem, bacanjem predmeta u teren, uništavanjem inventara, a u ekstremnim slučajevima, može doći i do fizičkog obračuna sa igračima. Takođe i drugi faktori, kao što su prisustvo alkohola, negativno ponašanje igrača na terenu, velika gužva na stadionu i slično, mogu doprineti nastajanju nasilja.

Osim što se prilikom organizacije jedne sportske priredbe moraju uzeti u obzir karakteristike objekta i samog događaja, bitno je znati i koje osoblje organizuje i obezbeđuje sportsku priredbu. Kada govorimo o osoblju koje učestvuje u organizaciji utakmice, govorimo o policiji, privatnim agencijama za obezbeđenje, članovima uprave kluba i drugom pomoćnom personalu. Osoblje mora biti dobro obučeno, u stalnom treningu za preduzimanje odgovarajućih mera prilikom organizacije sportskih priredbi. Pripadnici obezbeđenja mogu biti manje efikasni, ako zaposleni prethodno nisu obučeni za postupanje u takvim situacijama. Policijsko osoblje ima iskustvo u takvim situacijama, ali je i njima potrebna posebna obuka, posebno na potencijalnim tačkama sportskog objekta, na kojima se mogu očekivati konfliktne situacije jer se bez takvog pristupa ne može ozbiljno suprotstaviti huliganizmu na sportskim događajima.

## **Teorijska baza**

Predmet ovog rada odnosi se na suzbijanje povećane agresivnosti i huliganizma na sportskim događajima. Policijske organizacije u različitim državama, na različite načine se

suprotstavljaju huliganizmu na sportskim priredbama. Cilj ovog rada je usmeren na to da svaku sportsku priredbu karakterišu različiti faktori – na pojedine policijske jedinice mogu da utiču, na druge ne mogu, ali je bitno da ih prepoznaju. U radu su korišćeni metodi analize i sinteze.

### **Tradicionalni model suprotstavljanja huliganizmu**

Od kada postoji problem sa huliganizmom, policija je primenjivala tradicionalni model suprotstavljanja, gde se represivnim merama i silom nastoji suzbiti nasilje na sportskim priredbama. Zbog toga su policijske jedinice redovno trpele kritike javnosti. Pojednim policijskim organizacijama, posebno u južnoj i istočnoj Evropi, kao i u Latinskoj Americi, zamerena je upotreba neselektivnog nasilja prema navijačima (Spaaij, 2005, str. 4).

Policijsko delovanje na problem huliganizma, često je izgledalo kao prosta reakcija policije, na problem koji se iznenada pojavio. Međutim, represivne mere su često imale kontra efekat, jer se represijom nasilje ne suzbija, nego naprotiv, podstiče. Primena tradicionalnog modela od strane policijskih jedinica, imala je dosta nedostataka:

- odsustvo komunikacije
- nepovezanost aktivnosti
- želja za osnaživanjem sopstvenih kapaciteta,
- ponavljanje aktivnosti u lancu na različite načine
- postojanje predrasuda kod profesionalaca
- isključivanje ili neuključivanje drugih u proces prevencije
- nespremnost da se na duži rok i temeljno učestvuje u projektima (Tramošljanin i Latinović, 2011, str. 80)

U suštini, policijske snage su svoju strategiju suprotstavljanja nasilju na sportskim priredbama, zasnivale na takozvanom „beng” efektu, koji se manifestuje kroz želju države i njenih organa da dejstvom pravnih normi i kroz dramatične policijske operacije na dan održavanja sportske priredbe, postigne takav odjek u javnosti, koji će stimulisati osećanja kod građana da su državni ograni u suprotstavljanju kriminalu, na konkretan, vidljiv i efektivan način,

postigli značajne rezultate. Takav pristup, međutim, sadrži sledeće nedostatke:

- kratkoročnost mera
- neznatan uticaj na izvršioce
- omogućavanje transformacije izvršioca, ka kriminalnim aktivnostima
- stvaranje nesigurnosti kod građana
- ne utiče na redukciju straha od kriminala
- pojava velikog broja povređenih građana
- trošenje mnogo više sredstava iz državnog budžeta
- zahteva veće angažovanje ljudskih i materijalnih resursa državnih organa na otkrivanju izvršilaca
- kratkoročno izgrađivanje poverenja javnosti u državne institucije i javnu bezbednost (Tramošljanin i Latinović, 2011, str. 81)

### **Faktori koji doprinose nasilju na sportskim priredbama**

Analizom svake sportske priredbe, pripadnici policije mogu otkriti i utvrditi faktore koji mogu izazvati nasilje, ili koji doprinose njegovom razvijanju. Analiza treba da se zasniva na „trouglu nasilja na sportskim priredbama” (Janković, 2010, str. 132), u kojem su sadržani glavni elementi jednog sportskog događaja. Ovaj trougao je modifikacija „kriminalnog trougla” (Simonović, 2006, str. 229), koji se koristi u analizi problema vezanih za kriminal. Relativni značaj svake strane trougla razlikovaće se od događaja do događaja. Popravljanjem problematičnih karakteristika, na bilo kojoj strani trougla, može se smanjiti verovatnoća nastajanja nasilja na sportskim priredbama. Ispravkom problema na više strana trougla, verovatnoća nastajanja nasilja se takođe može smanjiti. Kako je na neke od ovih faktora teško ili nemoguće uticati, ili ih izmeniti, važno je da policijske jedinice razumeju, kako svaki od njih doprinosi verovatnoći nastajanja agresije.

Svaki sportski objekat je priča za sebe, odnosno ima niz specifičnosti i karakteristika, po kojima se razlikuje od drugih. Recimo, ako su na sportskom objektu gledaoci smešteni u blizini



terena, to je mogućnost nastajanja nasilja veća. Pretpostavka je, da je veća mogućnost da će do nasilja doći, kada postoji manja fizička udaljenost između gledalaca i učesnika sportske priredbe. Takođe, postoji veća verovatnoća da će nasilje nastati na sportskim manifestacijama gde je nivo buke veoma visok, ili u delu gledališta koji je bliži sistemu ozvučenja, jer se pokazalo, da se na mestima gde je buka ekstremno visoka, povećava agresija među ljudima (Milojević i Janković, 2012a, str. 317). Viši nivo buke može da ohrabri gledaoce na glasnije navijanje i da ih podstakne da se nedolično ponašaju. Dalje, ako na objektu svaki posmatrač ima svoje numerisano sedište, to umanjuje mogućnost nastajanja nasilja, dok se na mestima gde nisu predviđena sedišta, gde su predviđena samo mesta za stajanje, ta mogućnost povećava. Prazan prostor, bez sedišta, može omogućiti da se nasilje najpre pojavi na tom delu tribina.

Ako se na određenom objektu stalno dešava nasilje, njegov negativan ugled može doprineti nastajanju novog nasilja, odnosno to može privući druge agresivne navijačke grupe koje žele sukobe, učestvovanje u tučama radi medijskog eksponiranja, ili čak može da podstakne nasilno i nedolično ponašanje među prosečnim gledaocima. Stoga ne čudi, da se na nekim sportskim objektima događa više nasilja nego na drugim. Ako se ostave nerešeni, blaži oblici nasilja, na svakom pojedinačnom objektu mogu prouzrokovati negativnu reputaciju, ili bi mogao da se stvori utisak da se na njemu nasilje toleriše, ili da se pak na njemu može očekivati nasilje. Na ovakve blaže oblike nasilja treba primeniti strategiju „nulte tolerancije” – „Ukoliko se pri malim ometanjima javnog reda i mira, više konsekvantno ponaša (reaguje), utoliko će manje teških krivičnih dela da se dešava u oblasti (okolini)”, (Simonović, 2006, str. 32).

Nastajanje nasilja na nekom stadionu može se desiti i usled toplog vremena, jer je opštepoznata činjenica postojanja uzajamne veze između povećane temperature i agresije, kako navijača, tako i učesnika sportske igre. Znači, kako se povećava temperatura na sportskom objektu, tako se povećava mogućnost nastajanja nasilja. Kada je u pitanju hladno vreme, tada navijači mogu piti više alkoholnih pića, kako bi se po njihovom mišljenju „zagrejali”, čime se takođe povećava verovatnoća nastajanja agresivnog ponašanja. Pored svih navedenih faktora, prilikom planiranja sportske priredbe mora se

uzeti u obzir i lokacija samog objekta, jer nije isto organizovati manifestaciju na objektu koji se nalazi u gradu, na gradskoj periferiji, ili van naseljenog mesta, jer su različiti problemi u organizaciji, počev od gradskog saobraćaja, zaštite objekata (ambasada, banaka, prodavnica, benzinskih pumpi), koji mogu biti ugroženi nasilnim delovanjem huligana itd, (Milojević i Janković, 2012a, str. 318).

Sve napred rečeno je bilo vezano za sam sportski objekat, ali je takođe bitno i koji sportski događaj će biti odigran, između kojih klubova, pred koliko navijača i dr. U delu objekta na kojem se nalazi više gledalaca muškog pola, naročito mlađeg uzrasta, veća je verovatnoća da se generiše nasilje, nego u delu publike gde je mešovito gledalište, ili gde se nalaze celokupne porodice sa decom. Takođe, ako je na nekom događaju manje gostujućih navijača, ili ih uopšte nema, manja je verovatnoća da će doći do nasilja. Treba uvek imati na umu, da je veća mogućnost nastajanja nasilja ako se na istom sportskom objektu nalazi nekoliko različitih, suprotstavljenih navijačkih grupa, ili čak nekoliko frakcija unutar jedne navijačke grupe. Jedan od najdrastičnijih primera neadekvatnog policijskog postupanja, kada ovaj faktor nije ozbiljno razmotren u bezbednosnim procenama, jeste tragedija u Briselu 1985. godine, na stadionu Heysel. Poprilično je jasno, da se ta tragedija dogodila, jer policija nije na adekvatan način izvršila pravilnu bezbednosnu procenu mogućeg sukoba između dve navijačke grupe.

Neiskusno osoblje može smanjiti efektivnost strategije upravljanja organizacijom utakmica. Takvi kadrovi ne mogu da identifikuju potencijalne opasnosti i ne mogu da odreaguju na adekvatan način. U nekim situacijama, neadekvatna reakcija prilikom pojave nasilja, može podstaći nastajanje nasilja. Neiskusno osoblje, čak iako je prošlo obuku, može biti napeto, ili nervozno, u visokostresnim situacijama. Neretko policijske snage, svojim negativnim stavovima i prekomernom upotrebom sredstava prinude, mogu podsticati nasilje. Takođe, prisustvo policijskih snaga i redarske službe, može uticati na nasilje na nekoliko načina. Prvo, da bi se obezbedio sportski događaj, mora da bude prisutan adekvatan broj pripadnika policije i obezbeđenja. Drugo, prilikom planiranja događaja, mora se napraviti balans između potrebe za uočljivim snagama, uniformisanim pripadnicima policije i obezbeđenja, koji će

preventivno delovati na gledaoce i toga, da preterano prisustvo uniformisanih lica može negativno da utiče na navijače. Pregled svakog vozila, prolazak kroz metal-detektore, pregled svakog navijača, korišćenje službenih pasa, može dovesti do povećanja frustracija kod navijača i doprineti nastajanju nasilja. I poslednje, ali ne manje bitno, prilikom održavanja reda na sportskim objektima, mora se voditi računa o efikasnom komandovanju i uspešnoj komunikaciji u lancu komandovanja (Milojević i Janković, 2012a, str. 318).

### **Međunarodna policijska saradnja u suprotstavljanju huliganizmu**

U prethodnom delu teksta navedeni su faktori koji mogu doprineti nastajanju nasilja. Na neke od njih policija može uticati, na neke ne može, ali je bitno da ih razume i da su oni prisutni, kako bi se ustanovilo, kako nastaje nasilje. Međutim, policijske jedinice koje obavljaju obezbeđenje sportskih priredbi, mogu da preduzmu određene mere, koje mogu uticati na faktore koji doprinose nastajanju nasilja, odnosno policijske mere mogu doprineti niskom intenzitetu narušavanja javnog reda, naročito na međunarodnim utakmicama (Adang and Clifford, 2011, str. 5).

Naučna saznanja, do kojih se došlo putem više naučnih istraživanja, pokazala su da proaktivno delovanje svih subjekata, a prvenstveno policije, pri suprotstavljanju huliganizmu, u sadejstvu sa represivnim merama, daju mnogo efikasnije i prihvatljivije rezultate, nego ranije isključivo represivno delovanje (Adang and Brown, 2008). Jedno od istraživanja je pokazalo, da postoji određena grupa policijskih mera koje doprinose da stepen nasilja na sportskim priredbama bude niskog intenziteta, ili da ga uopšte ne bude. Na sledećem dijagramu su prikazane policijske mere koje doprinose smanjenju nasilja na sportskim priredbama (Adang and Brown, 2008).



Slika broj 1: Policijske mere koje doprinose smanjenju nasilja na sportskim priredbama

Navedeno je osam faktora koji doprinose niskom intenzitetu narušavanja javnog reda, među kojima je i visok stepen međunarodne policijske saradnje. Svi navedeni faktori ne mogu se svrstati u istu grupu, ali takođe se ne može napraviti potpuna gradacija od najvažnijih, ka onima koji su manje bitni. Može se samo konstatovati, da je stepen međunarodne policijske saradnje jedan od bitnijih faktora koji doprinosi da do nasilja ne dođe.

Međunarodna policijska saradnja može pomoći u obezbeđivanju pune bezbednosti događaja, putem aktivnosti kako domaćih, tako i inostranih policijskih snaga, pri čemu svako od njih ima specifičan stepen odgovornosti. Normalno, prvenstveni nosilac policijskih aktivnosti jesu domaće policijske jedinice, ali i inostrane policije su odgovorne za pružanje informacija, izradu analize rizika svojih navijača, kao i druge načine pružanja pomoći domaćim snagama. Obim aktivnosti stranih policijskih ekipa za određenu sportsku manifestaciju određuje se u konsultacijama između policijskih organizacija (Adang and Cuvelier, 2001, str. 21).

Međunarodna policijska saradnja obično započinje zahtevom za pružanje pomoći zemlje domaćina, blagovremeno upućenog preko nadležnog ministarstva za unutrašnje poslove. U Evropskoj uniji je predviđeno da takav zahtev mora da se uputi najmanje tri nedelje pre određene međunarodne fudbalske utakmice, a u zavisnosti od stepena procenjenog rizika za tu utakmicu, rok bi trebalo da bude i duži, dok je za međunarodne fudbalske turnire taj rok ograničen na najmanje 16 nedelja pre početka (Council Resolution, 2010, str. 15). Pored toga što mora da bude blagovremen, u zahtevu mora da bude preciziran obim podrške i sastav policijskih snaga koje su potrebne za ispomoć.

Međunarodna policijska saradnja na terenu može se odvijati na nekoliko načina, u zavisnosti od prirode skupa koji se organizuje, kao i od potreba policije zemlje domaćina, a odvija se u nekoliko pravaca:

- prikupljanje i razmena obaveštajnih podataka o navijačima
- izviđanje, uočavanje i dužnost pratnje (operativni policijski nadzor navijača od početka njihovog putovanja, za vreme utakmice i nakon njenog završetka – spotting)
- stavljanje navijača pod policijsku kontrolu
- komunikacija sa navijačima (Council Resolution, 2006)

Zemlja domaćin mora da izvrši adekvatne pripreme za međunarodnu policijsku saradnju na centralnom, ali i na lokalnom nivou (gradovi i regije gde se održavaju sportske priredbe). U tom smislu, moraju se organizovati radne posete inostranih policijskih timova, iz država sa kojima će biti uspostavljena policijska saradnja, u cilju razmene obaveštajnih podataka, ali i radi uspostavljanja adekvatnih kontakata i neposrednog upoznavanja učesnika. Radne posete su veoma važan faktor za upoznavanje radne okoline, u kojima će boraviti inostrane delegacije. Tokom tih poseta uspostavljaju se formalni i neformalni kontakti, koji mogu doprineti uspešnoj međunarodnoj policijskoj saradnji. Cilj poseta je, da se delegacije, na centralnom nivou, upoznaju sa policijskim sistemom određene države, rukovodiocima policijske organizacije, kao i sa radom Nacionalne kancelarije za razmenu informacija o bezbednosti fudbalskih takmičenja (NFIP), ali je cilj i poseta gradovima u kojima će se odigravati sportske priredbe, sa namerom da se upoznaju sa

lokalnim policijskim rukovodiocima i drugim policijskim službenicima sa kojima će sarađivati, kao i sa stadionima gde će se odigravati utakmice i sa samim gradom održavanja sportske priredbe.

Ovakav vid priprema bio je primenjen na nekoliko većih fudbalskih takmičenja i navedene posete pokazale su se kao velika prednost u daljoj uspešnoj policijskoj saradnji. Prilikom tih poseta, pored informacija koje su dobile od domaćina, inostrane policijske delegacije, često su nosile opremu za snimanje i obradu podataka (kamere, fotoaparati, računari) i na licu mesta prikupljali neophodne dodatne informacije (Adang and Cuvelier, 2001, str. 21).

Vođa delegacije inostranog policijskog tima je u svakom pogledu lider, u znanju, posedovanju veština, ponašanju, policajac sa velikim iskustvom u međunarodnoj policijskoj saradnji. On mora biti obučen na polju strateških, taktičkih i operativnih tehnika, u pogledu obezbeđenja javnih skupova, a posebno fudbalskih utakmica. Vođa delegacije treba da ima visoke moralne i lične kvalitete i da bude primer drugim pripadnicima inostranih policijskih timova. On mora da pokazuje fleksibilnost u radu u različitim okolnostima, nezavisno da li je u pitanju redovna situacija, ili je trenutak kada se radi pod velikim pritiskom. Mora da poseduje veštinu komunikacije, kako bi na konstruktivan način mogao da se uklopi bez većih problema u inostranu policijsku organizaciju i subkulturu.

Zemlja domaćin treba maksimalno da iskoristi podršku koju dobija od inostrane policijske delegacije. Ali pre toga, organizatori moraju inostranim policijskim timovima obezbediti adekvatne uslove za njihov boravak i rad. Tu se pre svega misli na ličnu bezbednost inostranih delegacija, obezbeđenje adekvatnih informacija neophodnih za njihov rad, po potrebi prevodioca, domaćih policijskih oficira za vezu, komunikacione opreme, smeštajnih kapaciteta i dr. Odluka iz 2002. godine, dopunjena je 2007. godine, kada je dogovoreno, da svaka članica svojoj kancelariji omogući pristup različitim bazama podataka o „rizičnim” licima, koje se uglavnom nalaze u posedu ministarstva unutrašnjih poslova, kao i da se države članice postaraju da kancelarije započnu razmenu analiza kritičnih situacija koje su se dogodile na, do tada održanim takmičenjima. Najzad, dogovoreno je i da svaka kancelarija mora da izrađuje listu

preporuka (generisanu iz dotadašnjih iskustava), koju će potom učiniti dostupnom partnerima, putem Internet prezentacije kancelarije ili preko zahteva (Savković i Đorđević, 2010, str. 20).

Nacionalne policijske jedinice u Evropskoj uniji, koje se bave problemom huliganizma, sve više saraduju razmenom obaveštajnih podataka, posebno u trenucima kada se organizuju velika fudbalska takmičenja, ili prilikom održavanja međunarodnih utakmica. Navedeni koncept policijskog rada verovatno će biti proširen i na druge države zbog proširenja Evropske unije, kao i zbog prihvatanja takvog koncepta, unutar sportskih asocijacija, koje sve više pažnje posvećuju bezbednosti na sportskim objektima.

## **Zaključak**

Iz navedenog, možemo zaključiti da prilikom nastajanja nasilja, policija primenjuje ciljne i brze intervencije, kako bi jasno stavila do znanja koja su pravila ponašanja prihvatljiva, a koja ne i kako bi sprečila eskalaciju nasilja. U svim varijantama delovanja, male jedinice za nadzor, u redovnim uniformama, su sposobne da lako priđu i ostvare aktivan kontakt sa navijačima. Takođe, postoje i decentralizovane jedinice za intervenciju (sa specijalnom opremom, vozilima za razbijanje demonstracija, službenim psima, vodenim topovima) locirane, koliko god je to moguće dalje od mesta okupljanja navijača, ili odigravanja meča.

Takođe, možemo zaključiti da se delovanje policije zasniva na brzom protoku informacija, koje su dobijene od timova na terenu, ili od drugih inostranih policijskih organizacija, uz korišćenje znanja i iskustva inostranih policija, sa kojima je ostvarena saradnja. Sposobnost određene policijske organizacije, zemlje organizatora sportske priredbe, da se uspešno suprotstavi huliganizmu, umnogome zavisi od podrške koju će dobiti od drugih inostranih policijskih organizacija, kako iz zemalja iz kojih dolaze gostujući navijači, tako i iz drugih država koje imaju informacije, ili iskustva u organizaciji međunarodnih utakmica. Osnov svih varijanti delovanja policije je korišćenje koncepta „rad policije u zajednici”, kao dodatak tradicionalnom „kriminalističko obaveštajnom/istražnom pristupu”. U pristupu rada policije u zajednici, fokus je na upravljanju dešavanjima

na javnim skupovima, kroz direktnu i otvorenu interakciju sa navijačima.

Policijske snage koje obezbeđuju utakmice odgovorne su za suzbijanje i sprečavanje raznih oblika kriminaliteta unutar stadiona i pružanje asistencije klubu u njegovim nadležnostima koje se odnose na bezbednost i usmeravanje mase na stadionu. Takođe, njihova odgovornost se tiče javne bezbednosti i sigurnosti imovine i lica izvan područja stadiona. Da bi rukovodili obezbeđenjem sportskog događaja, oni moraju imati prethodno iskustvo u obezbeđenju i praćenju navijača, završene odgovarajuće obuke i akreditacije za navedeni posao. Koje će mere policija preduzeti i na kom nivou, za određenu utakmicu, zavisi od prethodno urađene analize rizika. Policija izrađuje analizu rizika, na osnovu prethodno prikupljenih obaveštajnih podataka.

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# Management In Sport

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*We invite all interested researchers in the field of management in sport and other related fields associated with the sport to its scientific and technical projects contribute to the development of the magazine.*



*Violeta Šiljak, Editor-in-Chief*



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## SECURITY MANAGEMENT AT SPORTING EVENTS

**Damir Ahmić<sup>1</sup>, Alija Biberović<sup>2</sup>, Nihad Selimović<sup>1</sup>, Dževad Džibrić<sup>2</sup>, Alen Kapidžić<sup>2</sup>**

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### **Abstract**

Security at sporting events is a very important segment of a sporting event which places a great responsibility and obligation on the organizer, and it is also useful for the regularity of sporting events. The preventive aspect of the taken security measures certainly plays an important role, especially in terms of the maximum commitment and professionalism of the persons engaged in securing a football game. By analyzing security of the completed football games of the Bosnia and Herzegovina Premier League at the city stadium in Srebrenik, it was found that there were two cases when incidents occurred. In both cases, the incidental situations were caused by drunken adult persons. Based on the present analysis we can come to the conclusion that security at a sporting event, when it comes to YFC "Gradina" Srebrenik for the season 2012/13 is not directly related to the total number of visitors of the event (local and visiting spectators) but to the total number of spectators, both local and visiting, is certainly an important factor that has its indirect impact on security at sporting events.

**Key words:** Prevention, security, sporting events, Bosnia and Herzegovina Premier League

## **Introduction**

Management of sporting events, such as Premier League football games, is a complex process based on the engagement and coordination of a large number of participants in different activities. In fact, one of the most important issues for individuals responsible for management, or managers, is security at sporting events. Managers as individuals who plan, predict, organize, coordinate and control sporting events should ensure the optimal security requirements for the smooth running of a sporting event, i.e., holding football games, where the athletes/football players would be able to express their sporting potential as much as possible. All those events that from a security aspect interfere with the athletes and their effort to achieve their full potential or prevent them in this endeavor question the regularity of the competition/game. Safety of all participants in sporting events is the number one factor in the realization of the idea of sports as an activity where the human need for play, leisure and entertainment, or a way of achieving accomplishments, is realized in a healthy, effective and safe way (Nešić, (2007).

We certainly have to mention the role and responsibility of the organizer when it comes to security at a sporting event. “In the execution of events, event organizers seek to eliminate or minimize any activity or event that could harm participants, workers or the viewers” (Biberović, 2009).

When it comes to security at the games that are held at the federal level of competition of the SA/FA of Bosnia and Herzegovina, as well as security at any other sporting event, it is regulated by legislation set out in the Sports Act of Bosnia and Herzegovina, the Canton Sports Act, Public Assembly Acts, Regulations of Safety at Sporting Events and the like.

In fact, the Sports Act of Bosnia and Herzegovina in Article 50 talks about the compliance of legislation with the European Convention on the suppression of violence and misconduct of spectators at sporting events, particularly at football games. Article 56



of the same Act talks about combating violence and misconduct of spectators at sporting events.

The Sports Act of Tuzla Canton in Article 76 talks about the obligations of the organizers of sporting events, stating that the organizer must ensure the safety of all participants and viewers of sporting events as well as the necessary medical care.

The Public Assembly Act of Tuzla Canton in Article 20 talks about the insurance of order and peace in the course of a public gathering, or a sporting event, as well as the obligation of the organizer when it comes safety.

In addition to the above legal regulation, safety at sporting events is regulated by various laws, Regulations of professional sports organizations, codes of conduct, etc., all with the aim of a sporting event passing in a safe and secure manner for all participants.

## **Previous research**

Hadžikadunić, A., Kozić, V., and Hadžikadunić, M. (2006) in their scientific paper *Functions of fair play in modern sports*, talk about the principles of fair play and process the factors that influence the behavior of athletes and spectators. They point out that people who have had aggressive conflict resolution models during childhood will resolve their conflicts in the same manner. The authors further suggest that the family dynamics have a huge impact on establishing mechanisms with which an individual resolves different emotional situations: tension, dissatisfaction, experiencing feelings of failure, experiencing success and so on. At the end they conclude that the basis of good behavior of athletes primarily originates from home and then from the trainer, friends and teammates.

Kostadinović, I. (2006) in the scientific paper *Law and the fans* talks about the importance of passing as well as implementing proper legislation that will lead to the suppression of violence in sporting arenas. As an example the author states the impact of legislation on violent behavior of spectators in England, France, Switzerland, Croatia and other countries, where severe penalties prevent and stop vandal behaviour by spectators.

Nešić, M.(2007) in his book *Management of sporting events* talks about the measures that the organizer of a sporting event needs to undertake to forestall risks, including:

- Warning about the risks inherent in a sporting competition,
- Bans, which unlike warnings relate to the prevention of intimate relationship with a high-risk area or a source of risk,
- Giving notice. Warnings and bans are not in all cases sufficient to create a responsible attitude towards risk for certain individuals or groups,
- Lightning of the sports facility

Mišković, S. (2010), in the paper *Implementation of security management in sports management* states that the primary function of security management is to assess the real and potential security threats, challenges and risks.

Parčina, I. (2010). in her paper *Violence at sporting events* deals with the causes of the escalation of violence in the stadiums and identifies ways to overcome them. The author points out that violence at sporting events cannot be observed outside the context of social violence, stating that aggression occurs as a result of prevention of satisfying existential needs due to frustration. According to this hypothesis, people who go to sporting events with the aim of provoking riots have an expectation that everyone else who is present also wishes to participate in riots. The author points out that the problem of violence in sports cannot be resolved by one law or a campaign, but instead with the coordination of all social institutions.

### **Subject, problem and objective of the paper**

The subject of this paper presents the analysis of security at sporting events and the state of security at 15 football games in Premier League in Bosnia and Herzegovina, as organized by the Youth Football Club "Gradina" Srebrenik, during the 2012/2013 competition year.

The problem of the paper is that through certain security segments at 15 completed games we arrive at the desired result with

regard to the subject of this paper through assessing the Premier League in Bosnia and Herzegovina as organized by YFC "Gradina" Srebrenik, during the 2012/2013 competition year.

The aim of the paper is to determine the causes that lead to endangering safety at sporting events/football games and which measures need be taken, both by the organizers and by police officers, in order to for the sporting event to pass without incidents, with the maximum safety of all participants in the sporting event. In fact, the results obtained from the analysis of the undertaken security measures should indicate whether the planned security measures are adequate estimates and if not, which measures need to be taken in order to avoid endangering the safety of participants in sporting events in the future.

### **Tasks of the paper**

Tasks of the paper include conducting the security analysis of 15 football games in Premier League in Bosnia and Herzegovina, as organized by the YFC "Gradina" Srebrenik, during the 2012/2013 competition year, as well as determining the causes that led to endangering the safety of participants at sporting events. After the analysis and establishing of the causes of endangering the safety of participants at sporting events, measures and actions need to be planned to avoid the recorded omissions so that at future sporting events there is no endangering of the safety of any of the participants in sporting events.

### **Research sample**

In this study we used data collected on implementation of security measures at sporting events and football games in the Premier League of Bosnia and Herzegovina organized by the YFC "Gradina" Srebrenik, for the 2012/2013 competition year. The collection was done at the Youth Football Club "Gradina" Srebrenik and at the Srebrenik Police Station.

## **Research methodology**

The basic method used in the study was the bibliographic descriptive method, which ensured the following:

- collection, processing and presentation of data;
- analysis and synthesis of the collected data;
- diagnosis of the situation;
- comparative analysis of the obtained information on the implementation of the security effects;
- techniques for sorting and displaying data.

## **Sampling the variables**

The selection of variables was done in accordance with the problem and the aim which are imposed in this study on the basis of which we have come to the relevant indicators.

Measures and actions that begin with an assessment of the number of expected spectators, both home and visiting, depending on the importance of the game, and the characteristics and intentions of the visiting spectators, which are analyzed on the basis of past actions of spectators, lead to risk assessment of the game, and security measures are subsequently planned in accordance with the level of risk.

Planning security measures covers the hiring of a sufficient number of stewards, insurance managers which distribute and coordinate the work of stewards, agencies for protection of people and property, and a sufficient number of police officers.

## **Statistical data processing**

After the collection of data, in this paper we used descriptive statistics, such as graphical methods, in order to describe and summarize the data and present them in a graphical form.

## **Results and discussion**

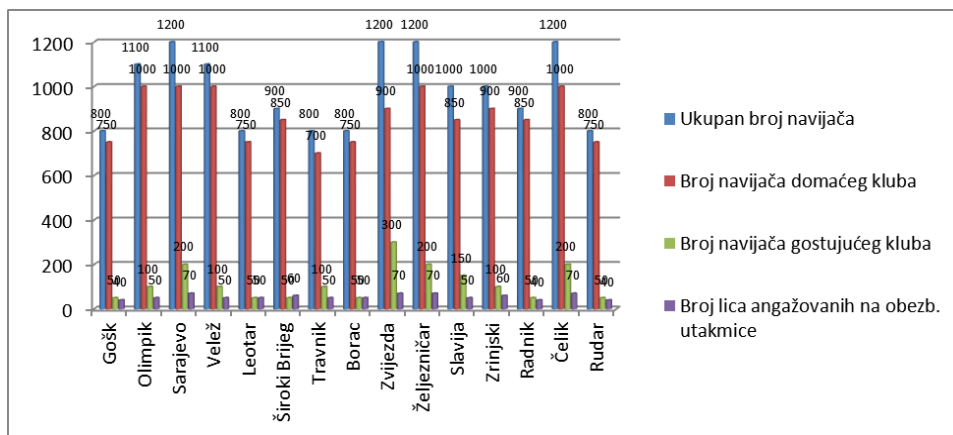
After collecting these data, the organizer of a sporting event, i.e., YFC "Gradina" Srebrenik, drafted a plan of providing security at a football game, where in the first part there is talk about the content of the plan, then the responsibility of the organizer when it comes to the safety of participants in the sporting event, the implementation of security measures strategy, measures relating to the spectators, cooperation with security services, i.e., with the police, monitorial services (stewards) and agencies for the protection of people and property. The following step taken by the organizer of a sporting event is reporting the sporting event/game to the relevant police station.

By analyzing security of the completed football games in the Premier League in Bosnia and Herzegovina organized by the YFC "Gradina", Srebrenik, it has been established that there are two cases when incidents occurred. In both cases the incidental situations were caused by drunken persons, in one case at the entrance to the stadium and in the other case in the area intended for the accommodation of visiting spectators. Namely, in the first case the person tried to bring in an object suitable for causing injuries, and when the object was seized there was abusive behavior (threats and curses), and in the other case the officials were verbally insulted (referees and the delegate). We need to mention that the recorded incidents did not lead to the consequence of endangering safety at a sporting event, nor were any of the participants of the sporting event injured, and there was also no material damage.

Table 1 *An overview of the number of completed games with details on attendance*

No.	The visiting team/football game with FC "Gradina"	Total number of spectators	The number of home club spectators	The number of visiting club spectators	The number of individuals working on securing the game	The number of recorded incidents at a game
1.	Gošk	800	750	50	40	0
2.	Olimpik	1100	1000	100	50	1
3.	Sarajevo	1200	1000	200	70	0
4.	Velež	1100	1000	100	50	0
5.	Leotar	800	750	50	50	0
6.	Široki Brijeg	900	850	50	60	0
7.	Travnik	800	700	100	50	0
8.	Borac	800	750	50	50	0
9.	Zvijezda	1200	900	300	70	0
10.	Željezničar	1200	1000	200	70	1
11.	Slavija	1000	850	150	50	0
12.	Zrinjski	1000	900	100	60	0
13.	Radnik	900	850	50	40	0
14.	Čelik	1200	1000	200	70	0
15.	Rudar	800	750	50	40	0

Graph 1 The graphical representation-the number of completed games with details on attendance



Graph 2 The graphical representation-the number of spectators at the completed games

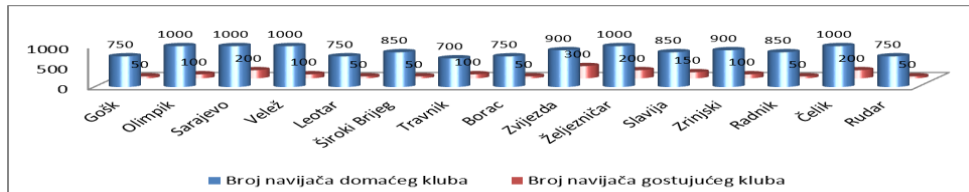
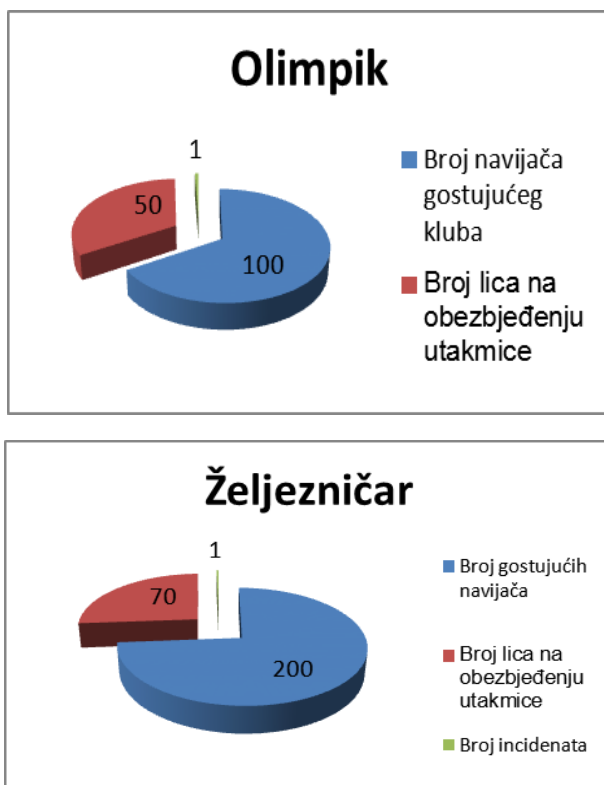


Table 2 Data on recorded incidents

Number	Football match	Total number of spectators	Number of individuals who caused the incident	Home spectator	Visiting spectator
1.	„Gradina“- „Olimpik“	1100	1	0	1
3	„Gradaina“- „Željezničar“	1200	1	1	0

Graph 3 *The graphical representation of the number of visiting spectators with the number of persons engaged for security purposes as well as the number of incidents*



Violent behavior of spectators with organizational elements did not occur.

Based on the conducted analysis it has been determined that the cause of incidental situations is unprofessional work by the monitorial services. In fact, in accordance with applicable laws and regulations pertaining to the security at sporting events, drunken persons are prohibited from entering the place of a sporting event, and it is also forbidden to bring in items which could inflict injury. However, members of the monitorial services, who are located at the



stadium entrances and search the persons, did not prevent entry of drunken persons nor did they carry out detailed checks in order to quickly find and take the items suitable for causing bodily harm.

In conjunction with the results of the analysis, we can conclude that we need greater commitment and professionalism from monitorial services, which are responsible for controlling the entry of persons on the premises where the sporting event is held, i.e., they should not allow the entry of drunken parties and should carry out thorough checks of persons entering the space intended for the spectators, so that they don't bring in items suitable for causing bodily harm.

Security at sporting events is one of the most important issues for the management of sports organizations and sets before them a very serious and difficult task. In fact, one of the basic rules of organizing sporting competitions is to ensure optimal conditions for the smooth expression of the maximum sporting potential of the performers, i.e., athletes. (Nešić, 2007).

## **Conclusion**

As mentioned earlier, security at sporting events is a very important segment of a sporting event, which places a great responsibility and obligation on the organizer, and it is also useful for the regularity of the sporting event. Please note that athletes can express their full sporting potential only when they are guaranteed maximum safety.

By analyzing security of the completed football games in the Premier League of Bosnia and Herzegovina at the city stadium in Srebrenik, it has been found that there are two cases when incidents occurred. In both cases, the incidental situations were caused by drunken adult persons, in one case at the entrance to the stadium and in the other case in the area intended for the accommodation of the visiting spectators. One of the persons was a visiting spectator and the other a home spectator. Namely, in the first case the person tried to bring in an item suitable for causing injuries, and when the item was seized there was abusive behavior (threats and curses), and in the

other case the officials were verbally insulted (referees and the delegate).

Based on the present analysis we can come to the conclusion that security at a sporting event, when it comes to FC "Gradina" Srebrenik during the season 2012/13 is not directly related to the total number of visitors to the event (local and visiting spectators) but instead the total number of spectators, both local and visiting, is certainly an important factor that has its indirect impact on security at sporting events.

The preventive aspect of the taken security measures certainly plays an important role, especially in terms of the maximum commitment and professionalism of the persons engaged in securing a football game, and in this regard eliminating omissions in the work of the monitorial services (banning drunken persons from the event venue, no prohibited items at the event venue and so on) can also be indirectly linked to security at a sporting event.

In the end we can say that the problem of security management at sporting events should be approached with the utmost professionalism, technically and responsibly, otherwise the consequences could be huge, both in terms of injuring participants in sporting events and in terms of causing significant material damage to sporting facilities.

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**COMPARATIVE ANALYSIS OF COMPETITIVE BALANCE  
OF MLS, PREMIER LEAGUE AND JELEN SUPER LEAGUE  
IN FOOTBALL FROM 2001 TO 2013**

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**Abstract**

The importance of competitive balance as a factor that contributes to the quality of one sports league is reflected in the uncertainty of the competition. Matches whose outcome is known in advance do not attract the attention of fans or media, making the event loses its fundamental meaning. In the USA and Europe, there are different approaches of competitive balance problem solving. The aim of this study was to compare the competitive balance of Jelen Super League of Serbia, England Premier League and the US MLS Football League. The research was conducted in a 12 seasons period. Competitive balance is calculated using the RSD and HHI index. RSD results showed that the most even is a MLS, then follows England Premier League, while the most uneven is Jelen Super League. By calculating the HHI are confirmed investigative RSD's findings. The minimum value of the HHI index was recorded in MLS and is 2.125. In England Premier League this index is 5.167, and in the Jelen Super League is 7.500. MLS is the most even thanks to mechanisms whose goal is to achieve and maintain competitive balance. Thanks to these mechanisms quality of MLS is growing from season to season. In England Premier League, there are small number of quality teams who are fighting for the championship title, while in Serbia that number is reduced to two clubs. Thus, Red Star and Partizan for years stand out quality compared to other clubs in Serbia. In Serbia, just like in the former Yugoslavia, all these segments that equalize the competitive balance, excluding competition system that

works on the principles of the highest quality league in Europe, are not sufficiently high standard to allow their impact establishing a system of rules and regulations that will improve the quality of the competition.

**Key words:** football (soccer), balance, competition

## **Introduction**

It is difficult to imagine today's world without football (Naghshbandi, Bahram, Zeher, & Mehdi, 2011). Federation International Football Association [FIFA] now has more members ( $n = 209$ ) than the United Nations ( $n = 193$ ). Gerrard (2004) notes that football is undoubtedly the most popular team sport in the world and at the same time a successful business, as Fort and Quirk nicely said (1995) that professional sports leagues "are in the business of selling competition on the playing field" (p. 1265 ). There is no doubt that football has global popularity and that its best moments experiencing at the beginning of the 21st century (Dabson & Goddard, 2001). Szymanski (2001) pointed out the fact that 3% of world trade is done on the football industry, and Halicioglu (2006) adds that the value of the football industry is estimated at billions of dollars.

But despite this growth and development of football, there are many questions that football leagues should resolve to ensure their long-term success (Manasis & Avgerinou, 2013). One of the key issues is a *competitive balance*, which is primarily reflected in the uncertainty of sporting events (Michie & Oughton, 2004). Hoye, Smith, Westerbeek, Stewart, and Nicholson (2006) classified the competitive balance among *the eight factors that influence the quality of sports leagues*. Owen, Ryan, and Weatherston (2007) state that *the competitive balance is a degree of equality playing teams strength* and it represents a central concept in economic analysis of professional sports leagues. The importance of competitive balance as a factor that contributes to the quality of one sports league is reflected in the uncertainty of the outcome of the competition. Matches whose outcome is known in advance do not attract the attention of fans and the media, making the event loses its fundamental meaning.

Many authors that have dealt with researches in the field of economics of team sports have realized the importance of competitive balance, but they use different names for it (Goossens, 2006). Tokis (1949) does not name the problem as a competitive balance, but he added: „Baseball magnates are not fools. If anyone got together a group of perfect players, who would pay to see them play the other teams in the league“ (p. 708). According to the founder of the sports economy „The nature of industry (baseball) is such that competitors must be of approximately equals 'size' if any are to be successful“ (Rottenberg, 1956, p. 242). Neale (1964) used to talk about "League Standing Effect" (p. 1) in order to highlight the importance of different teams placements through several seasons. Jones (1969) emphasizes the "importance of competitive equality" (p. 3), while El-Hodir and Quirk (1971) speak of "equalization of competitive playing strength" (p. 1303) which, according to them, is an important factor for each league. Janssens and Kesenne (1986) stressed the importance of "sporting equality" (p. 305). In their research Quirk and Fort (1997) used the term uncertainty of outcome that are used by some other authors (Baimbridge, Cameron, & Dawson, 1996; Kesenne, 2003; Knowles, Sherony, & Hauptert, 1992).

As there are different names, when it comes to competitive balance, there are different ways of its measurement. Zimbalist (2002) points out, "there are almost as many ways to measure competitive balance as there to quantify money supply" (p. 112). However, none of them have so well designed that fully answers the differences that exist primarily in European football leagues (Kringstad & Gerrard, 2007). These differences are reflected primarily in the fact that the North American leagues are closed league while in Europe the best clubs at the same time fighting on multiple fronts (play in multiple leagues). The most commonly used Ratio of Standard Deviation Index [RSD] who conceived Noll (1988) and Scully (1989). There are different alternative to RSD index. These are National Measure of Seasonal Imbalance [NAMSII] (Goossens, 2006), Herfindahl-Hirschman Index [HHI] (Owen, Ryan, & Weatherston, 2007), Gini Coefficient [Gini] (Utt & Fort, 2002), Surprise Index [S] (Groot & Groot, 2003) and others.

Football Leagues are of particular interest for the research of competitive balance. Michie and Oughton (2004) studied the football leagues of England, Italy, Germany, France and Spain. They noticed clear decline of competitive balance in the Italian Serie A League of 1992 so that the league has its biggest imbalance of all observed leagues until 2004, by which time the observation was carried out. Germany has also shown an imbalance, but it is generally decreased competitive disbalance in the reporting period. France has shown an increase in competitive balance of 1992. In Spain, the competitive balance grew in the period from 1956 to 1976, and then fell. In England it was a steady for 40 years (1947-1987), but after that the sharp decline was taking place. Goossens (2006) conducted a study of European football leagues of Germany, France, Portugal, Belgium and England. The conclusion is that Germany and France did not adopt a clear approach to the competitive balance of their leagues. Belgium and England showed a relative linear increase (i.e. a reduction in the competitive equilibrium), while Portugal was the only country that had expressed negative linear reduction (ie. Increase competitive balance). Haan, Koning and van Witteloostuijn (2007) have pointed out that the English football reduces the competitive balance. For such a reduction in Belgium and the Netherlands did not have the evidence, and did not notice nor clear approach competitive balance in Germany, France, Italy and Spain. Inan and Kaya (2011) compared the competitive balance in the first and second football division in Turkey. The C5 index and HHI indexes were used. It was found that there is a greater competitive balance in the second division of Turkey in football. Naghshbandi, Yousefi, Etemad, and Moradi (2011) were carried out a comparison of competitive balance in the best football league matches in Iran, England, Germany, France, Spain and Italy. There were used the following methods: S5 index and C5ICB index. C5 index indicates that the French League competition is most balanced, while in Spain and England are the least competitive balanced. According to C5ICB index the largest competitive balance was present in the Iranian league in December and the lowest in Spain and England. Bloching and Pawlowski (2013) measured the competitive balance in the five highest quality European football leagues. To measure the long-term equilibrium of competition they used CBR coefficient, HHI and C5 index. Mid-term

competitive balances were measured using UCS, UCL and UREL methods. Short-term competitive balance is calculated using the Theil index. They came to the conclusion that the most even competitive was French League while the English League competition was least balanced.

The aim of this study was to compare the competitive balance in the Serbian JSL, England Premier League, which is the highest quality in Europe and the MLS in the United States, which has the most developed mechanisms aimed at achieving and maintaining competitive balance.

## **Methods**

### Sample of entity

The sample of entity consists of three entities professional football league (Jelen Super League Serbia, the US MLS and English Premiership). The sample which is subjected to the study covers the period from the 2001/2002 season until the 2012/2013 season for all of these leagues. Number of clubs that competed in this period of 12 seasons varied in Jelen Super League and the MLS. In the JSL Serbia, the number of clubs has varied between 12 (the period between the seasons 2006/2007 and 2008/09) and 18 (2001/2002 and 2002/2003). As for MLS league in the 2001/2002 season were 10 clubs and the number increased to 19 in the 2012/13 season. In English Premiership, the number of clubs is not changed in a given period and the competition is constantly consisted of 20 teams.

### Sample of variables

In this study we used the following variables:

- percentage of achieved victories for each team in the league (POB),
- the number of matches played by each team in the league (n),
- total of four first places at the end of the season of each team individually (x), and
- number of matches by season (s).



## Methods of data processing

The research was conducted by combining comparative method which was used to compare the competitive balance in professional football leagues, compilation method that is used for quoting various sources, statistical method which processed the collected data, method for calculation of RSD and the method for calculating of HHI index.

For mathematical and statistical calculations application computer programs were used: SPSS 20 and Microsoft Excel 2010. To create the chart is also used Microsoft Excel, 2010.

## Results

Based on Table 1, we can conclude that the number of clubs, the participants in the Jelen Super League was variable. In the /2002 and 2002/2003 seasons it was attended by 18 clubs, while in the seasons 2006/2007, 2007/2008 and 2008/2009 it involved 12 teams. The average maximum impact of participating clubs is 86.1%, while the average value of minimum is 19.4%. As for the standard deviation, its average is 174. The value of ideal standard deviations is unchanged, depending on the change in the number of teams. The lowest recorded value is .086, while the highest is .091. The average value of the relative standard deviation is .918. The highest level of competitive balance was in the 2010/2011 season, while the lowest was in the 2007/2008 season.

Table 1 *Competitive balance in the Jelen Super League of Serbia*

S	N	max (%)	min (%)	SD	ISD	RSD
2012/13	16	.833	.200	.158	.091	1.736
2011/12	16	.900	.217	.184	.091	2.022
2010/11	16	.867	.083	.199	.091	2.187
2009/10	16	.900	.333	.157	.091	1.725
2008/09	12	.833	.364	.148	.087	1.701
2007/08	12	.848	.212	.188	.087	2.161
2006/07	12	.795	.068	.186	.107	1.738
2005/06	16	.883	.133	.191	.091	2.099
2004/05	16	.917	.167	.187	.091	2.055
2003/04	16	.850	.167	.170	.091	1.868
2002/03	18	.882	.132	.185	.086	2.151
2001/02	18	.823	.250	.135	.086	1.570
		.861	.194	.174		1.918

Legend: S- Season; N- Number of teams in the league; *max (%)* - Maximum realized wins of one participant team; *min (%)* - Minimum realized wins of one participant team; *SD* - Standard Deviation; *ISD* - Ideal Standard Deviation; *RSD* - Ratio of Standard Deviation indeks.

Table 2 shows the measures of competitive balance in English Premiership football. The measurement was performed for 12 seasons, beginning of the competition season 2001/2002 until the competition season 2012/2013. We can notice that the number of teams, participants in the league was constant and that the league consisted of 20 teams. The average winning percentage that is realized best placed team in the league is 80.3%. Similarly, the average winning percentage of lowest ranked teams is 27.1%. As we can see from the table, the average value of the standard deviation is .146. Given that the number of clubs, and therefore the number of matches, have not changed during the season, the ideal value of the standard deviation over all 12 seasons is .081. The average value of the relative standard deviation is 1.800. The League was the most even in the 2010/2011 season and the lowest competitive balance was recorded in 2007/2008.

Table 2 *Competitive balance in the English Premiership*

S	N	max (%)	min (%)	SD	ISD	RSD
2012/13	20	.803	.276	.152	.081	1.876
2011/12	20	.803	.263	.148	.081	1.827
2010/11	20	.750	.342	.111	.081	1.370
2009/10	20	.776	.276	.155	.081	1.913
2008/09	20	.816	.316	.159	.081	1.963
2007/08	20	.789	.132	.174	.081	2.148
2006/07	20	.803	.303	.137	.081	1.691
2005/06	20	.816	.158	.161	.081	1.988
2004/05	20	.868	.342	.144	.081	1.778
2003/04	20	.842	.342	.131	.081	1.617
2002/03	20	.763	.197	.135	.081	1.667
2001/02	20	.803	.303	.143	.081	1.765
		.803	.271	.146		1.800

Legend: S- Season; N- Number of teams in the league; max (%) - Maximum realized wins of one participant team; min (%) - Minimum realized wins of one participant team; SD - Standard Deviation; ISD - Ideal Standard Deviation; RSD - Ratio of Standard Deviation indeks.

In Table 3 we can see measures of competitive balance in the MLS league. It is noticeable that the number of clubs varied from 10 teams that played in the seasons 2002/2003 and 2003/2004 to the 19 teams that made up the league in the seasons 2001/2002, 2011/2012 and 2012/2013. Result-best teams during 12 seasons average realized 65.1% success and the worst recorded 31.7% success. The mean standard deviation for this period is .098. Number of participants in the league has constantly changed, therefore the number of matches played all the teams so we have a situation that the value of the ideal standard deviations vary between .086 and .094. The average value of the relative standard deviation is 1.099. League was the most even in 2001/2002 season, while the lowest competitive balance was recorded in the 2004/2005 season.

Table 3 *Competitive balance in the MLS league*

<i>S</i>	<i>N</i>	<i>max</i> (%)	<i>min</i> (%)	<i>SD</i>	<i>ISD</i>	<i>RSD</i>
2012/13	19	.632	.191	.114	.086	1.325
2011/12	19	.691	.265	.121	.086	1.407
2010/11	18	.706	.323	.100	.086	1.163
2009/10	16	.683	.333	.127	.091	1.396
2008/09	15	.600	.267	.091	.091	1.000
2007/08	14	.667	.417	.076	.091	.835
2006/07	13	.650	.317	.105	.091	1.154
2005/06	12	.625	.391	.068	.088	.773
2004/05	12	.719	.219	.149	.088	1.693
2003/04	10	.617	.417	.067	.091	.736
2002/03	10	.633	.283	.097	.091	1.066
2001/02	19	.583	.383	.060	.094	.638
		.651	.317	.098		1.099

Legend: *S*- Season; *N*- Number of teams in the league; *max (%)* - Maximum realized wins of one participant team; *min (%)* - Minimum realized wins of one participant team; *SD* - Standard Deviation; *ISD* - Ideal Standard Deviation; *RSD* - Ratio of Standard Deviation indeks.

In Figure 1 we can see a graphical presentation of the comparative size of three leagues RSD index in the reporting period.

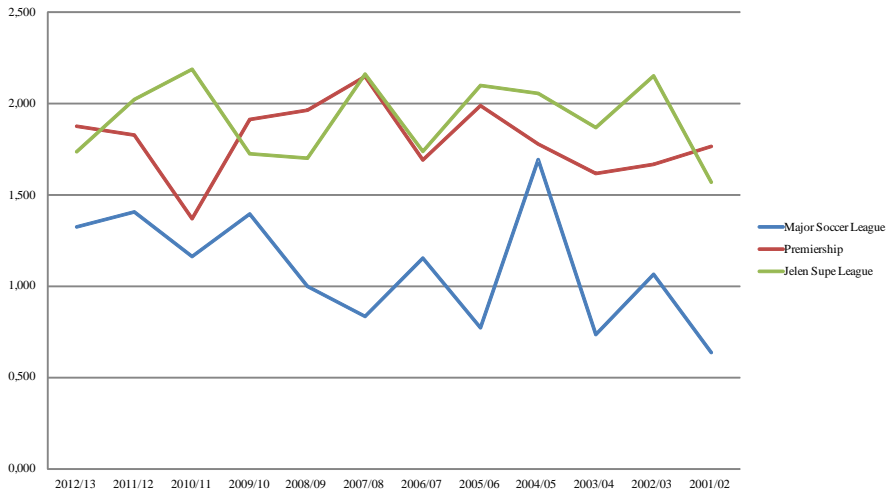


Figure 1 Comparative overview of RSD index three leagues observed

Table 4 shows the values of the HHI index in football leagues: England, USA and Serbia. The minimum value of the HHI index was recorded in MLS and is 2.125, and for England premier league and is 5.167. HHI index for the Jelen Super League is 7.,500.

Table 4 Value of Hirfindahl-Hirschman index

League	HHI
English Primership	5.167
MLS Lague	2.125
Jelen Super League of Serbia	7.500

## Discussion

Tables 1-3 show measures of the most balanced football competitive leagues in Serbia, England and the United States. Showing applies for each season separately. Using RSD index we tried to get the answers to the question: how many teams per league are equable in quality? Results showed that the most even is MLS league, where the average value of the index is 1.099 RSD. English

Premier League is in second place with a value of 1.800. Jelen Super League of Serbia is in third place with 1.918 value. Jelen Super League of Serbia is, according to the results of this study, the most uneven by quality of clubs. It is certainly not surprising since it is known that the quality of clubs differentiated from the very beginning of league. Red Star and Partizan years stand out quality compared to other clubs and such situation in the past rarely changed. Football club Vojvodina Novi Sad certainly can follow these two clubs in the organizational sense, but in terms of results is not at their level. It is evident that already mentioned clubs have long not play a significant role in the European framework which makes the situation harder. By itself it raises the question: At what level are the rest of the participants of Jelen Super League of Serbia? Most of the other clubs in the organizational sense are at very low levels. The reasons for this are insufficient resources which these clubs have, as a direct consequence of the socio-economic situation in the country. Therefore, Jelen Super League of Serbia is 28th in the UEFA rankings (UEFA country coefficients, 2014). This is certainly disconcerting if we know that in this league participate former winner of the European Champions Cup (Football club Red Star) and former finalist of the same competition (FK Partizan).

The fact that the MLS League is in the first place by the uniformity certainly should not be surprising, given the rules: Draft, Salary Cap, Revenue Sharing, and Free Agency (Soebbing, 2008). It aimed make equal a quality of the teams. We should not ignore the fact that the quality of the competition year after year is constantly growing as the increasing influx of quality players from Europe and South America. Although the canvas limitation in the league is 3.1 million dollars, the league has found a way to attract those players who earn much more and whose presence will raise the overall quality of the competition. Adopted rule is that each club may designate three players who will not be subject to payment limits rule. The result is uniform competition that attracts more and more quality players. In the future we should expect an increase in the payment limit, and perhaps even his cancellation. In that way to MLS has become competitive with European, and South American leagues. The development of football in the United States is restricted by tradition. It is known that it does not belong to the national sports and

as such does not have the same treatment, nor popularity, to the extent that they have traditional American sports.

English Premiership certainly is one of the highest quality football competition professional association in the world. According to many indicators it represent the highest quality football league on the European continent. Modern football originated in England, and in 1888 was founded "The Football League" in England (Butler, 1998) only a few years after it was created the First Division in 1871 in the United States (Adelman, 1986). If we agree with the fact that English as a nation very much attention pay to nurturing tradition it is clear why the organization of the competition is at the highest possible level. However, there is no marked difference between the competitive balance in English Premiership and Jelen Super League of Serbia. The question is: What causes this situation? So be sure that the answer to that question was that some clubs sat aside by its quality to be competitive with the best European teams. So, some of the clubs have achieved excellence in the quality of which does not mean that they remained at above average levels. It can be said that they are clubs that are in English Premiership fight for survival in organizational and financial terms that they are in a much better position than clubs in other countries that are much better placed. However, competition is extremely high and these clubs cannot compete with those who every year break through the barriers in terms of investment in the playing squad.

We have already pointed out that the problem of imbalances in English football was pointed out by some other researchers. Naghshbandi et al. (2011) found that the English Premiership, with the Spanish Primera, is the most uneven by team quality. With a similar conclusion came Bloching and Pawlowski (2013). After them English Premiership competition is the most uneven of all the "Big 5 leagues."

Based on Table 4, we can see how much is actually missing the uncertainty in the Jelen Super League of Serbia. HHI is 7.500 which is a direct consequence of the dominance of Red Star and Partizan. In English Premiership HHI is slightly lower, with a value of 5.167 and based on that we can not say that there is a greater

uncertainty in terms of the candidates for the title. However, unlike Serbia, in England there are at least four clubs who are fighting for first place. As for the MLS, we can say that is a constant uncertainty when it comes to teams that compete for first place in the league season. This is demonstrated by HHI, which is 2.125.

Further research should be extended to some other leagues and use other methods to be able, with greater certainty, to determine the correlation between the uniformity and quality league.

## **Conclusion**

The aim of this study was to compare the competitive balance between football leagues: Jelen Super League Serbia, English Premiership and MLS USA. The results clearly confirm the assumptions about non-uniformity of Jelen Super League compared to the elite ranks of the competition in England and the United States.

However, it should be noted that the disparity is not the biggest problem of club football in Serbia. On the basis of this work we can claim that neither England Premier League is a competition in which it was achieved a highest level of competitive balance. The main problem is organizational in nature. Clubs simply do not function as an organization with clearly defined strategies. Also, questions of ownership relations and financing of sports organizations are not resolved, which directly reflects on the football clubs. The talent of players is undeniable, many players from the Jelen Super League are upon departure made notable career in the finest European leagues. Therefore, it is necessary to translate a talent into quality through a quality competition, with stable clubs, participants.

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## **THE DIGNITY AND THE CURSE OF THE SPORT**

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### **Abstract**

The following text reviews in discussion the ethical and axiological aspects of sports, as every other global phenomenon in the modern world that has its own professionalism, and as an opposition has also its curse. In the first part of this work the components that enable the athletes and other people involved in sports will be analyzed on the way to achieve dignity in life as one of the biggest values in the process of finding the meaning of life. The second part of the work focuses on the modes of sports concept “curses” that could disturb or unable creation of positive attitude toward meaning of life, among athletes and other participants in sport.

**Key words:** sports, the dignity in sports, the curse in sports, the ethics in sports, the values in sports, meaning of life

### **Introduction**

Sports is held and performed by the athletes, the sport organizations, the sport clubs, the fans and other people involved, such as: sport studies, sport trainers, sports physiotherapists, supporters and sport reporters, photographers, audience and etc... The Law for Sports in Republic of Serbia defines 22 items and phrases related to sports: from the sport activities to the ‘specialized sport monitoring’.

Almost every component of the sports may have its dignity and its curse as a consequence of the concept that sports has a very important role in human lives and can, under certain conditions and environments influence strongly on the process of meeting their life goals or to stultify their lives. The meaning of the syntagmas ‘dignity in sports’ and ‘curse in sports’ is mainly ethical. The axiological approach implies a review of the personal and common attitude by the evaluation methodology according the criteria applied to one’s own

value system, and also according to the universal values of personal culture and from an aspect of the universal human values.

What consequences the understanding that sports enables dignity to the people or that in certain environment and conditions it becomes a curse?

What is the value of 'the curse' and how this value is acquired? Does it actually exist in reality independent of the human consciousness or is it created by the man himself, does he apply it to the things and the processes out of some purposes known only to him (or is his goal in life to grant 'the curse' to the others)?

First of all, the athletes themselves (maybe under someone's influence) deem that a curse exists that is related to: sport requisites, sport ground (and the cities where they are situated), the competitions, other athletes, sport studies, etc. Thereupon, the athletes believe that certain sport competition curses exist, such as the Olympics, the World Championship, Bowls, Leagues and other local competitions, which have their own small 'curses'.

Curses are not spared the sports organizations, sports studies, sport non-competitive events, all the way to the sport in its amateur or recreational activities of a great number of people.

Sport trainers and the other sport workers have their particular and specific curses related to: unexpected coming or leaving of new athletes in the middle of the season, unexpected changes in the financial activities, the relations toward the club owners or sport organizations, others related to injuries or illnesses of the athletes or doping presence, alcohol and drugs use by the athletes, etc.

The sport fans believe that there exists a 'curse', which can't be 'broken' by any fan support – nevertheless, they keep trying to do so. If they don't succeed in that, they think that this is an exception and also that somewhere in the future there will be another invincible curse waiting for them.

Despite the understanding that sports may contribute to the personal dignity or may be a curse for the people who have devoted

themselves to it – meeting life goals, it has an important role for each person and also for the community it is of strategic importance, especially for the psycho-physical and the intellectual development of the children and the young people, i.e. for the future of the nation.

“In the Charter of Republic of Serbia sports is defined as a category of specific community interest and to a major degree it is funded by the budget of the Republic. Children’s physical inactivity, in particular the adolescent’s inactivity is negatively influencing their physical and intellectual development. Such a situation threatens the public health, hence the individual health, while in the same time it decreases the the recruit fundamentals of the high level sports. Therefor the children in sports are a major priority in the Strategy for sports development in Republic of Serbia.”<sup>1</sup>

Doing some sports, defeating oneself, be active and get to know all the values of a regular physical activities are mostly the commitment of hundreds and thousands of people who walk, run, ride a bicycle, swim, ski, do workouts, study various sport skills, etc. The Law for Sports in Republic of Serbia defines 22 items and phrases related to sports: from the sport activities to the ‘specialized sports monitoring’.

The sport activities are those, for which certain conditions are provided, as well as the performance is enabled, such as: organizing the participation and conducting the sport sompetitions, including the international competitions, training to perform sport activities and planning and conducting sport activities; sport referee; organizing sport prepaations and sport entertainment; security and management of the sport equipment and premices; specialized education, qualifying, improvement and informing in the field of sports; scientific researches and development in sports; publicity and marketing in sports; counceling and expert services in sports; sport mediation.

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<sup>1</sup> Strategy for the development of sports in the Republic of Serbia for the period from 2009 to 2013. The Strategy was published in the "Official Gazette of RS", no. 110/2008 of 2.12.2008. years.

The qualified sport monitoring expert is the person who performs the control on the expert work in the field of sports, studies and suggests measures, which the organization has to overtake in the field of sports, as well as is working on avoiding and eliminating the faults and detected flaws in applying the measures has to inform the minister of sports (further on: the minister).

Fitness workouts are a possibility to perform sports on one's own. The terminology from the field of sports defines one's choice to lead a life performing workouts and use the appropriate 'sport diets', various programmes for psychological relaxation, numerous aesthetical programmes and all other issues related to sports. Consequently, sports may be a way of living that on individual level doesn't have necessarily a sport audience or supporting fans.

### **The concept of ,dignity‘**

What is dignity? There are a lot of human values, and the unique concept of 'dignity' is defined by the conceit that is grammatically neutral and singular. According to Kant, dignity is the absolute human purpose and that means that a person should never take an advantage or use another person as a means, but always as a final goal. Dignity is the internal need (aspiration for realizing one's personal and individual life meaning), but also a social demand to esteem and respect other people and the human diversity.

In aspiration toward more personal dignity and improving the respect toward the others, one is filling his life with meaning and contributes to the progress of the human genus. The modern contries and the international organizations are doing everything that is possible to protect the human dignity and to prevent it from abuse and threats.

“Human dignity doesn't have a price; all our autonomies and rights have their grounds on human dignity being the ultimate value. Threatening the human dignity is not to be tolerated in a perfidious way, but the threats are coming from the 'culture of the spectacle' and also from the 'culture of censorship'. Everyone has to develop his own responsibility and a mechanism to protect from threats toward

his own dignity and toward the dignity of the others – states the Ombudsman and adds that it is far better when the community succeeds to cope with the lack of culture without the help of the state and the legislation, but the state has to support the community and to react in crucial times when the community is weak in its strive to prevail.“ (Karanović, 2010)

## **Dignity in sports**

### *Football for equal rights and dignity*

Under the organization of the SOS channel and the aegis of the Ministry of labour and social policies, the the City council for social protecting and the Syndicate of the employees in the social protecting services in the Republic of Serbia, held a wide REVIEW OF THE FRIENDSHIPS entitled FOOTBALL FOR EQUAL RIGHTS AND DIGNITY, which was held on Friday, the 19th of November 2010 in the SOS channel hall in the suburb of Medaković.

The initiators of the event are the selector of the Serbian football representation Vladimir Petrović Pižon, the minister Rasim Ljajić and head of the SOS channel Dragiša Kovačević. Young footballers who are playing in the Lino league of the future champions participated in the tournament, followed by the children with specific needs, the graduates of the Home without parental concern „Jovan Jovanović Zmaj“, children of the Roma community, women, public actors among them – the members of the Government and the Parliament, representatives of the business, representatives of the foreign Embassies and the European Commission in Serbia. In front of the municipality of Voždovac among the competitors were also seen dr Dragan Vukanić, the chairman of the municipality of Voždovac, Vlado Sekulić, the councilor of dr Vukanića and Milan Martinović, a member of the City council.

Performing the penalties by Ivica Kralj and Stevan Diki Stojanović was a particular attraction. The admission ticket for the event was a book and a lot of suitable presents were provided for the children. SOS channel provided the sport equipment (outfits, shoes, balls) for the football club from Adran, near Kraljevo. Their 90 year-



old club has suffered a great disaster in the earthquake when the changing rooms were damaged.

### **Valeta: we play for dignity**

*The football players arrived on Sunday in Belgrade, and on Monday they were training at the FC Partizan's stadium before the rematch in the second qualification round of the Champions League.*

The Maltesians lost the first match 4:1 at home so the rematch in Belgrade was supposed to be a formality. The Valeta trainer Mark Miler was not in low spirits before the match with the Serbian champion; though conscious of the position his club was in.

"Our wish is to leave the best impression possible because we have our pride; we are going to play for our dignity. We will try to be in possession of the ball as long as it is possible and if we have a chance, we'll make a score. It is obvious to us that the champion of Serbia is the team of better quality, but we'll try to withstand", said Miler. The Valeta trainer paid tribute to Babovića after their first meeting and also highly appraised the contribution of the Partizan defender and especially of the half players." (*Valeta*)

### **The volleyball players for dignity**

Enough for the matches of reputation. The volleyball players intend to retain honour at the World Cup Championship, because they are conscious of just the theoretical chances they have to gain a qualification for the Olympics in London at the competition in Japan. The European champions won't bear the shame hoping that they will be inspired in Osaka by the full stand in their match against Japan on Thursday (10.20).

- One has to always play well against hosts – the selector Igor Kolaković points out. – It is up to us to raise the level of the game and the responsibility in order to finally win the match. Yesterday we were training, but this is not enough to improve anything in our game.

Miloš Terzić expects a difficult match and shares that he doesn't see the eagles on the champions stand: - Most probably we have lost here all chances for the Games in London. But we have to

preserve dignity. After all we are the European champions and this forces us to play and fight until the end.

Dragan Stanković is not worried with the Japanese players: - I would like to see us back to our normal condition, to begin to play as it is not important for us who plays at the other side of the net. I sincerely hope that we are back to the rhythm we once had. Although, after the crash with Iran, it seems to me that everything depends on the day, the beginning of the competition, so it is pointless to discuss anything on the matter.

Miloš Nikić confirms that they have been playing bad from the beginning of the World Cup Championship: - We made a lot of mistakes; we have shown less will, less desire for victory. If nothing changes, we can't expect anything better because with that game we have nothing to look for. We have to decide what to do, to look ourselves in the eyes and say are we going to play or trudge on the ground! (*Odbojkaši*)

### **Vujošević: we are going to defend our dignity!**

*The trainer of the basketball club Partizan Duško Vujošević made a state that the Panatinaikos players are the big favourite in the group competition of the first round. (Košarka)*

The trainer of the Partizan basketball players Duško Vujošević said that the team of Panatinaikos are the big favourite in the competition of the first round in Group E, Top 16 phase in the Euroleague, but that the black-and-white will give all they can on the ground to show dignity.

We are in a very difficult group, but we will defend our dignity at each match we play. Panatinaikos is a big favourite, there are problems with some of the injured players, but I think our difficulties are coming with Aleksandar Marić who is not going to play. All the players will give their maximum on the ground and we'll see if this is enough – said Vujošević at the press conference in Belgrade.

Partizan and Panatinaikos, the current European champion are meeting for fourth season in the competitions of the European League, and in the previous season the white-and-black players met the Athens team in a premier match in 'Belgrade arena'. The match broke the record number of visitors in the audience in Euroleague. Dušan Kecman, the Patizan player who has played for Panatinaikos in the previous season, pointed out that the Athenians practically don't have a weak point in their team.

We know the Panatinaikos representation from the previous seasons; they ae playing good basketball. It is difficult to find their weak points; anyway Mark Batista's injury may have disturbed them a little. I believe that the energy and the fghting in defence will decide the final winner in the competition – said Kecman. The match in the first round in the group between Panatinaikos and Partizan is appointed for 20 o'clock on Wednesday in Athens. A day after that in the second match in the group Barcelona meets the Greek Marusi. (*Vujošević*)

### **Kolaković: we have to preserve dignity**

*The selector of the Serbian volleybal players says that after the third loss it is obvious that the Eagles are not prepared for intensive competition at the World Cup Championship in Japan. (Kolaković)*

The selector of the Serbian volleyball representation Igor Kolaković stated on Tuesday in Nagoya that after the thirs loss in the World Cup Championship it is obvious that the team is not prepared for "such a long tournament". Serbia has lost against Iran 2:3 in the sets of the third round of the competition in the World Cup Championship in Japan.

"The match was important from a psychological point of view, so that we go back in the game after the two losses. The situation in the game has been developing conversely to our expectations. After the third loss it is not difficult to notice that we are not ready for such a long tournament", Kolaković pointed out.

He also said that he could find a lot of excuses, but it is 'hard for all of them' because the ambitions were much higher. The three

most successful representations at the World Cup Championship are granted placement in the Olympic Games 2012 in London.

"We have to preserve dignity. No matter the losses we have to strive for better results. After the European championship we have lost a lot of energy and we didn't have the potential for such a tournament", said Kolaković and added that the most important thing currently is to bring the players in good condition back to their clubs." (*Sportske*)

### **The concept of „The curse“**

The cursedness and cursing are propelling deep power beyond the human potential; using the power of the words, which automatically develops its destroying act, cursing provokes the terrible power of the evil and sin, the implacable logic that leads from evil to unhappiness. This is why the curse consists of two related concepts, a reason or a precondition and through this the deed to follow them: "When you have done this (if you have done this), a certain bad luck will happen to you". The one who is cursing can not do it lightly without harming himself with the curse he is calling down. In order to have the power to curse, one has to possess the right on the deep human nature, the right on the lawful or parental power of the right that is given by the misfortune or unrighteous oppression, the right of a God. The first word of the curse comes out Jesus' mouth: "Depart from me, you, who are cursed!" (Matthew 25:41). And it warns us that he won't change his attitude until his last breath: "If any one should hear my words and not keep them I do not judge him, for I came not to judge...the words I have spoken will judge him in the last day" (John 12:47-48). (*Prokletstvo*)

The concept of 'the curse' in sports is not related to the intention of the actual performance of the words, which in everyday life is based on the Bible.

More precisely, the syntagma „The curse of Ham“ (later an excuse for numerous racist prejudices) relates to 'Ham', the Bible personality from the Old Testament. He is one of Noah's sons who were the only ones survived after the flood, so that all nations in the

world have descended from them. Descendants of these three sons are the three nations – white and Semitic from Shem, black or Hamitic, and yellow from Japheth.

*“ And the sons of Noah, that went forth of the ark, were Shem, and Ham, and Japheth: and Ham is the father of Canaan. These are the three sons of Noah: and of them was the whole earth overspread. And Noah began to be an husbandman, and he planted a vineyard: And he drank of the wine, and was drunken; and he was uncovered within his tent. And Ham, the father of Canaan, saw the nakedness of his father, and told his two brethren without. And Shem and Japheth took a garment, and laid it upon both their shoulders, and went backward, and covered the nakedness of their father; and their faces were backward, and they saw not their father's nakedness. And Noah awoke from his wine, and knew what his younger son had done unto him. And he said, Cursed be Canaan; a servant of servants shall he be unto his brethren. And he said, Blessed be the Lord God of Shem; and Canaan shall be his servant. God shall enlarge Japheth, and he shall dwell in the tents of Shem; and Canaan shall be his servant.”(Genesis 9:18-27).*

According to the testimony of the Old Testament, there is a curse and succession guilt thrown on the Hamitic nations. The Successors of Ham are the Canaans, Heths, Jebusites and Amorites (Genesis 10:15-16), or all the people who lived in the Holy land before the Jews came. Accross all the Old Testamnet is read about wars amont the Jews and the Hamitic nations, precisely in the book of Jusus Navin or Joshua where it is described how the Hamits are banished fom their territories. Their Hamitic descent was an excuse to pronounce them 'obscene' or 'servant of all servants'. (*Vikipedija*)

**Sport „curses“**

### **The Olympic curse on Brazil**

Nevertheless, they were the absolute favorites, the Brazilians lost from Mexico 2:1 (1:0). – Peralta's double realization. - Pele arrived in vain in London.

London – The „Spandau ballet”'s song „Gold” echoed on Wembley stadium a couple of seconds after the final was announced but opposite to all expectations it was not addressed to Brazil. Gold was belonging to the persistent Mexicans, lead by the double-score player Oribe Peralta, who won 2:1 (1:0) and thus making the Brazilian agony longer at the Olympic games. Their best placement till now was the fourth place in 1968 at home. The taste of the Olympic gold was not familiar to the players as Romario, Rivaldo, Roberto Karlos, Ronaldo and Ronaldinho; players Neymar, Marselo, Pato, Oscar, Leandro Damiao has left London with unperformed work. What was the importance of this match of the World championship 2014 and to the olympic Games in 2016 shows the arrival of Pele in London in a gesture of support. Despite all, the five-time world champions were left without the one title missing. This is their third silver and they also have two bronze titles. (Aleksandar Miletić) (*Politika*)

### **Murinho's curse**

Madrid – Jose Murinho, the Real Madrid trainer at the exit gates. The Royal club will meet the Christmas season with 16 points less than Barcelona, and such an assumption can't leave anybody indifferent. 82 percent of the fans stated they would rather see the back of the Portuguese trainer. The Real Madrid's staggering during the season was not accidental. More precisely, Murinho hasn't completed a third season wherever he was before – either he was leaving or was fired.

His "curse of the third season" began in Porto. After two outstanding seasons he moved on to Chelsea. These two admirable years in London club were not helpful though. Murinho was fired in the middle of the third season by Roman Abramović. He settled then in Inter to win everything possible but again during the first two seasons. Back in Madrid, after the first year of the previous season he won the title but the third season also stated bad. What is left is to see if Florentino Perez, the chief person in Real Madrid would have enough patience or will 'fly' with Santiago Bernabeo before the season ends. (*Glas javnosti*)

## **Starry sequence breaks 'The curse' in Podgorica**

*The team from Mali Kalemegdan hasn't celebrated for eight years in Morač*

Crvena zvezda basketball players are in expansive sequence of triumph in both competitions (a total of 11). After they have granted the first position in the H Eurocup, it is time that Vlado Vukoičić's team attack the throne of the Japanese league. One of the most difficult obstacles on the way is on Saturday when the red-and-white team will be guest in Podgorica, where they haven't celebrated for eight years now.

"There is no tension. It is true that Zvezda haven't celebratad for a long time in Podgorica, but for us this is an additional motivation. Each competition has its own charm and particular arduousness. We are conscious of what the eventual victory will bring and we would like to prove that we are able to accomplish it. We have the grounds for this because we are in good condition, the atmosphere in the team is outstanding, we breathe as one and we are going to take the advantage of that", said Boris Savović. (*Zvezdina serija*)

## **Murray's curse?**

*The third tennis player in the world Andy Murray find out that he was playing better everytime he was not posting messages on the social network Twitter.*

He stopped twittering after the loss from Nadal in the semi finals in US open and from then on he won the championships in Bangkok, Tokio and Shanghai. 'I have just stopped to leave posts and I miss that, to be honest. It was a fun for a certain time but then I stopped. It is surprising how I haven't lost a match since I stopped twittering'.

"Tennis players and other athletes are quite superstitious, so for the loss in US open I blame the twittering", said Murray. (*Tenis*)

## **The curse in the „Nike“ advertisement**

The last „Nike“ add entitled „Write the future“ has been following the campaign for the World championship and is broadcasted in a dozen of countries for weeks. One of the most popular new adds on the Youtube website, which was seen by over 17 milion people in the first month from its publishing shows the most popular football players who have left for South Africa in various interesting situations and aims at attracting new buyers. Nevertheless, the huge popularity, the advertisement and the campaign, the football players are followed by some curse of the new slogan and most of them were eliminated in the first round of the competitions where they were supposed to excel. (*Ženski ugao*)

## **The curse of the ‘Golden ball’**

The curse of the 'Golden ball' continues. Nearly all players in the history, who were awarded with the prestigious title, would not achieve success in the following World championship. Another one who won the Frans football award and has left the World championship competition too early was the Argetinian player Leo Messi. Maradona's successor, who has deserved the 'Golden ball' after he won the Spanish Primere and the Champions League, was announce the biggest star in the South Africa's tournament and the one to lead Argentina to the title of the World Champion. After all, the deffinite loss from Germany (4:0) changed everything.

The first who felt the curse of the 'Golden ball' was the player of Real Madrid and the Spanish representation Alfredo Di Stefano. In 1957 he won the Frans football award, but he didn't manage to qualify in the forthcoming Mundial. Short after that in 1961, Omar Sivori Enrike wins the 'Golden ball', but a year later his Italy won't go through the first phase of the competition. The Portuguese player Euzebio was awarde in 1965, but the English representation triumphed at the Mundial, led by Bobby Charlton. Gianni Rivera won the 'Golden ball' in 1969 and in the meantime at the Mundial he was overshadowed by Gred Miller. Four years later Johann Cruyff, who



led Netherlands to the finals, was rifting in Europe, but in the end the Germans had the better luck. 'The ball' changed hands and was won in 1977 by the Danish Alan Simonsen, and then it is Argentina who won the championship at the Mundial. So the curse continued until 1981- the award was given to Karl Heinz Rummenigge, and the world champion then became Italy. The French legend Michel Platini was pronounced in 1985 the best player when the Argentinian representation won the World championship again. In 1989 the 'Golden ball' was in Marko Van Basten's hands but he also didn't have the luck to lead the tulips to the throne as in 1990 the Germans triumphed in Italy. The Italian player Roberto Baggio was the next owner of the 'Golden ball' who didn't manage to triumph on the mundial as the Brazilians after shhoting the penalties won over the 'azzurri' in the championship in 1994. The best shooter in the history of the Mundial was the Brazilian player Ronaldo who won the title in 1997, but he was to be satisfied during the next years only with the Mundial finals. The English representative Michael Owen wins the 'Golden ball' in 2001, but the team didn't go further than the quarterfinals. Four years later the Brazilian player Ronaldinho was awarded, but the title goes to the Italian representation. (*Zlatna lopta*)

### **Vidić brakes the curse**

*Manchester United has never before in the history won the victory on Bernabeu where tonight (20.45) they are guests to Real Madrid*

In the last clash of the two titans the Brazilian player Ronaldo discarded with a hat-trick Manchester United from the quarterfinals of the Champions League and exactly ten years after his namesake has another chance to put the 'red devils' on trial. The triple champion of Europe is lead by the Serbian player Nemanja Vidić tonight (20.45) arrive at Santiago Bernabeu hoping to win for the first time in the history in Madrid and after 45 years of waiting to eliminate the 'Royal club'. Real is in difficult situation, but it is then when the big clubs are the most dangerous. Murinho is an outstanding motivator, and Ronaldo is a hard player to stop. If it is necessary, he will be guarded by three players – said the Island attacker Van Persi. In the same time Ronaldo promises that he will do everything possible to be the best shooter in Real's history. – I would like to stay here and to break

records. Naturally, to be the best shooter in Real is my biggest goal. Although, I'd like to score against United first – says Cristiano. (*Vidić*)

### **Sharapova's curse in Miami continues. Title goes to Radwanska.**

The Polish tennis player Agnieszka Radwanska triumphed at the tournament premium series in Miami, winning over Maria Sharapova 7:5, 6:4. Sharapova entered the final duel as a favourite, not only because she is the second in the world rang list, but also because of her brilliant results in the matches against Radwanska 7:1. The only victory the Polish tennis player had was five years ago. By the way, another tradition appeared to be crucial. Sharapova has been loosing in three final matches in Miami and she wasn't able to break this sequence. Radwanska was better in all parts of the game and deservedly she got the first title in the prestigious championship. The Polish player subsequently won the matches against Madison Kiss, Silvia Soler Espinoza, Garbine Maguruza Blanco, Venus Williams, Marion Bartoli and Maria Sharapova on her way to the trophy. All of them – without a set lost! (*Šarapova*)

### **Capello: The curse of the captain's stripe**

*The selector of the English football representation Fabio Capello was quite disturbed by the knee ligaments injury Rio Ferdinand received, due to which he'll miss the World championship.*

Ferdinand was injured in the first training of the 'proud Albinions' in South Afica after what seemed was a naïve start, made by Emile Heskey. 'My first working day in South Africa couldn't be worse. The situation at the training was least expected and it doesn't have anything in common with the quality of the ground where we were working. This is the English curse of the captain'said Capello. Ferdinand won't be able to appear at the captian's position in the official match, which was the chance for him after Capello took the stripe from John Terry provoked by Terry's relationship with Wayne Bridge's girlfriend. 'All players are impotant to me, but Rio is one of the starters, a captain and a leader...' Cappelo pointed out that such things simply happen sometimes during training or a competition.

The strategist of the English representation later explained how it came to Ferdinand's injury, so Steven Gerrard would wear the captain's stripe in the match: "It was one of Heskey's starts and after that Rio felt a big pain. Ferdinand has laid leg on the ground together with Emile and then he tried to make the next move. Then all this happened. This moment disturbed the entire team, everybody stopped working after the captain was injured, said Capello. (*Kapelo*)

### **Journalism abuses**

It is from the aspect of the journalists ethics to use appropriately the syntagma 'dignity in sports'. Sports is an amateur's activity and also a professional occupation, which contributes directly to the personal dignity for those people who have chosen sports as a recreation or profession to fulfil their life expectations or defined meaning of life. Why the reporters use the phrase 'curse in sports'?

It is, though, excused when they do this to point out the way in the subsequence of the aims to acquire the meaning of life for many athletes and other people in the field of sports.

Nevertheless, when they do it for the purpose of selling the news – then it is not ethical and it is highly inappropriate. We could, then, call it 'journalism abuse' because of the sensationalism ordered by the owner to be found in seeking bigger profits on the objective public information's account and at risk to damage the truth about the sports.

Does there exist an actual 'curse' for the athletes, for the sports competitions, premises or requisites? Are the athletes „cursed people“ and on what ground? Can the premises, the processes or things be cursed? What value can one assign to things and call them later 'cursed'? How could a man – an athlete master the dilemma: to do sports which leads to dignity in life or do the sports that brings a 'curse'?

Naturally, curses do not exist. It is only people (most often sport reporters) who are able to add supernatural value to things and processes which sometimes hasn't happened yet.

May we call this ethical? In the Ethics Code of the journalists in Serbia there are certain ethical requirements, as the following:

„The media has the right of various editor’s concepts, and it is the editor’s and reporter’s obligation to draw a clear line between the facts they broadcast, the comments they make, the suggestions and the assumptions.“ „In the cases a reporter deems it is in the public interest’s name to broadcast unconfirmed information or an assumption he is obliged to definitely mention that the information is not confirmed.’ „The reporter mustn’t spread undue fear, or give false hopes to the audience.“

When the reporter informs about sport losses or ‘sport tragedies’ and similar events that include personal disaster and shock, he must apply his questions in the manner of discretion and compation. It is possible that a personal loss is a tragedy for the athlete himself, but for the public audience it is only a competition in sports according to previous results in the field and there is no sense that some of them accept it as a personal tragedy because of the sports.

What is more, it doesn’t make any sense at all to excuse losses in sports with certain curses of any kind. The assumption at athletes or other people that there is a curse related to sports may have a strong influence on the direction of their future goals and to actually threaten the performance of the defined meaning of life.

## **Conclusion**

It is widely apprehended that top accomplishments in sports of national representativeness in the world, promote sport talent, the trainer’s defiant work, and the efforts of the people at the clubs and the organizations and also the will and the ethics of the athletes.

Sports exists for a long time and now its purpose is to maintain and improve human values: prudence to loft, modesty to self-ctisizm, self-esteem to ambition; tactfulness to serenity; loyalty to honesty; endurance and strength to bravery; equity to righteousness; restraint to nobility; humbleness to compation; decency to timidity,

also the child's honest virtue to the human virtues and compation to philanthropy.

Nowadays, in the coarse of the world economic crises and the global value crises, sports is the attractive field for the young people because it is a possibility to acquire the meaning in life through sports. Further more, sports enables the athletes and the other people involved to reach dignity in their lives, which is one of the values in the process of fulfilling the meaning of life.

Finding human dignity in sports is very similar to the process of losing the meaning of one's life through the curses in sports – as in all prohibited activities related to sports. Every direction and sequence of purposes leads to the meaning or destroying the meaning of life. Every person in its position of a man, reporter, fan, part of the audience or a manager in the field of sports is able to make the free choice of the original and unique type of the meaning of life. The same applies to all other human activities.

It is not accepted to use the phrase 'curses in sports' for the sport values. The sport reporters in their aspiration to produce sensation are using such phrases in order to sell better their news. Most probably, they even do not realize how much they threaten the real values in sports. When the loss is accepted in a fair manner by the ones who under certain circumstances were not so good, it is the better way to express the universal rules in sports. On the contrary, when a 'curse in sports' is produced out of a dignified loss deliberately or not, it may provoke negative emotions among the sport supporters and the audience – the feeling that something is left unsaid or is hidden from them. Close enough to this is the process of finding 'the guilty one' who has called down the curse. Thus the positive direction of fulfilling the purposes of sports is threaten and a lot of people may lose the meaning of life and its completion.

Sports, in terms of a chosen professional occupation, amateur sports or sports as a recreation and entertainment (for the supporters and the audience) are only few of all possible human goals among numerous others. It is only up to the person himself whether the

sequence, direction and quality of the chosen purpose follow the direction of the meaningful or meaningless of one's life.

The appropriate assumption of the values and the meaning of sports, being a particularly important human activity of high ethics, helps people to develop their best characteristics, which in sports are manifested as universal, no matter the race, nation or belief the athletes belong to.

The athletes in Serbia with their outstanding accomplishments have raised the sports to the level of the 'Serbian brand' and among everything else; they contribute to the improvement of Serbia itself. When all written in the Statute of Republic of Serbia is completed, i.e. sports being a category of particular public interest and that the children in sports are major priority in the Strategy for developing of the sports in Republic of Serbia, then not only the top athletes, but also all other young people involved in sports will contribute to the public health, hence to the subsistence and the future of Serbia.

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## PRICING METHODS IN SPORTS

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### **Abstract**

The subject of this paper is to present the most important methods when it comes to pricing. Price is the main element of a marketing strategy because it is the only one that generates revenue, unlike other marketing mix instruments that generate costs. No matter how good sports products and services are, how creative the promotion is and how efficient the distribution is, a sports organization will incur losses if the price does not cover the costs. Therefore, it is important that marketing managers in sports understand the methods and the complexity of decisions in pricing because in this way they will decisively influence the position of the sports organization in the market, its competitiveness and profitability. The aim of this paper is to describe pricing methods as key processes affecting the profitability of a sports organization. On the other hand, a sports organization's policy on pricing is based on the goals and methods of pricing, which should strategically influence the extent of the impact on the sports market by providing a recognizable image of the organization and its products/services to the sports consumers. In the paper, the methods of analysis and synthesis were used, and so were deductive and inductive methods.

**Key words:** marketing, profitability, costs, demand, competitiveness

### **Introduction**

Price as the most visible element of the marketing mix plays an important role in the final shaping of the marketing offer. Regardless of whether we use the price on its own or in combination



with other instruments of the marketing mix, it should allow the realization of business objectives in the market. The price should not be determined independently of other elements, and it is supposed to blend together with the product, distribution and promotion into one comprehensive mix that provides the highest value for the customers. Marketing managers can look at the price from many angles, but certainly the most important angle is that of consumers.

In the narrowest sense, the price is the amount of money required for a product or service. In the broader sense, the price is the sum of the values that consumers exchange for the benefit of a possession or utilization of a product/service. In order to achieve positive consumer satisfaction, the benefits of a product/service must exceed the costs. In sports, this is especially strong because the total costs borne by the consumer often differ from the price of the product itself, for instance, the ticket price, where we have to take into account the costs such as transportation to the stadium or hall, a parking, souvenir shopping, fan props, etc., and all of this can significantly affect the purchasing decision.

Each product or service has a price which must be determined not only by profit-oriented organizations, but also by many non-profits, such as sports organizations. The aim of marketing in sports is not only to achieve the highest possible price for products or services, but it is also to form a price which, combined with other instruments of the marketing mix, can contribute to the achievement of short-term and long-term business goals.

The fact is that the price competition has been increasingly intensifying, which is due to the accelerated development of sports based on market principles. When making decisions on pricing, sports organizations tend to, on the one hand, make the price acceptable to consumers, and on the other hand to try and make a profit. These goals are often conflicting and may be diametrically opposed, which only complicates the strategic position and performance of a sports organization. We can say that the difference between successful and unsuccessful sports organizations is in the approach to the pricing process. In order to achieve a relatively a permanent profit, the price must become an integral part of the strategy of not only marketing,

but also of the sports organization itself. Therefore, pricing and price management are crucial activities that have a profound effect on the profitability and survival of an organization.

### **Theoretical bases**

This paper focuses on the methods of pricing and the development of pricing strategies. Understanding the ways in which prices are formed is an essential aspect of the decision-making process in sports marketing, as it largely stems from changes in the market arena. The aim of this paper is to describe pricing methods as key processes affecting the profitability of a sports organization. In the paper, the methods of analysis and synthesis were used, and so were deductive and inductive methods.

### **The general approach to price in the marketing mix**

Price as one of the main elements of a marketing strategy is an important determinant, which should facilitate the realization of business goals for sports organizations and convey the intended market value positioning of the product/service or the organization's brand. As an element of the marketing program, price is the most flexible, that is, it can be quickly changed as opposed to the characteristics of products, distribution channels, and even promotion, which require much more time. The price as a variable of the marketing mix is often manipulated with the aim of achieving a market effect of an increased profit. There are three reasons for this: Firstly, the price is a variable that is changing fast. Secondly, in certain market conditions (those where demand is elastic) the price is one of the most effective means. Thirdly, price is easy to see - changes are easily observed, leading to possible changes in consumers' judgment. (*Mullin, 1993, pg. 158*).

For every sports organization, it is vital that price is seen as a component of the consumer's judgment of the value of a product or service. Understanding this is important because most consumers relate directly to the value of the product/service. For some consumers a free product has no value, while, in contrast, an expensive product can have great value. We have a known example of

an attempt to attract the fans to the women's professional basketball league (WBL) in the US by selling tickets at low prices. The strategy proved to be wrong because the consumers estimated that the product had a minimum value.

Depending on the nature of the organization (private/social, profit/non-profit), marketing managers in sports must take into account the overall objectives of the organization when determining the price of a product: efficient use of resources, positive attitude of users, the maximum exposure of the product, profit, etc. Thus, if we look at the role and importance of price in sports in the context of the price of sports products, then the following should be noted:

- It's hard to put a price on individual sports products using traditional pricing because the pricing of sports products is often based on an estimate of consumer demands;
- The price of a sports product is always very small compared to the total price paid by a consumer of sports products. Much of the money goes to the costs of transport, leisure and other costs that are paid to non-partner organizations.
- Indirect revenue (large profits that are achieved through TV rights contracts, advertising, promotion, selling souvenirs, etc.) are often greater than the direct revenue;
- Many sports programs do not operate on a profit basis, but rely on significant revenue from the state budget. At almost all levels of sports there is external financial support (e.g. parks or recreation facilities that often fund youth sports using tax revenues). (*Mullin*, 1993, pg. 19-20).

Each organization or company is very sensitive to the changes in the price level of their products/services because they directly and often over a short period of time impact the profit. Unlike other marketing instruments (product, distribution, promotion), prices are always expressed quantitatively and the direct relationship between price and profit is easily noticeable. For example, any changes in prices significantly affect not only income, but also the scope and cost of provision of services or production. How many items will sell on the sports market and in what time depends on the price that a sports organization forms for its products/services. The income level will

depend on the sale of products/services at certain prices. And finally, the amount of operating costs will be determined by the amount or number of realized products/services. (Milisavljević, 2004, pg. 396).

Taking into account the above, we can say that the following factors affect pricing in the sports industry:

1) *Status and level of a sports organization* - there are significant differences between profit and non-profit organizations in the approach to pricing. Non-profit organizations that receive various economic benefits through direct budgetary funding from the founders, the state or any other community organization or, on the other hand, through tax incentives, can form such prices that cover only the basic expenses. Profit sports organizations, which do not have the benefits of the non-profit ones, are forced to calculate the full amount of expenditures as well as their profits in their prices. From a marketing point of view, profit sports organizations are forced to be open to all market segments with the quality of services and their products that can respond to the demand of the rising prices.

2) *The popularity and appeal of a sport* - Not all sports disciplines are equally attractive to sports audiences, and thus to marketing. Certainly, those sports that are the most attractive (football, basketball, tennis) and which can attract a large number of spectators and the media are especially significant in the pricing marketing strategy for following such sporting events.

3) *The nature and size of the sports market* - Each product and service finds its share of the market in a wide sports auditorium, which is the basis for the formation of the sports market. Most often, there are unique prices for the entire market, although this is not always the rule. Even in areas where there is an established price, a sports organization stimulates demand in certain segments of the sports market using the discount system. Ticket sales are a classic example of an established, unique price, the one which in various forms and discounts is placed on various segments of the sports market.

4) *The complexity and variety of services* - In sports, in addition to just sports products, an important part of marketing is also the provision of certain sports services, whether services as a primary part of the offer or a service that is used to amplify the experience of the event. There are many services in sports from the external environment of the sports industry (manufacturers of sports equipment, accessories, clothing and footwear, advertising agencies, mass media, sponsors, advertisers). The pricing methodology for services and for products certainly cannot be the same.

5) *The price of the competition* - Competition that is created on the sports fields most often affects the sellers of sports products/services, which at the same time create competition on the sports market, for example, between the sporting goods manufacturers Nike and Reebok that dictate their terms to the competition in pricing.

6) *Environmental factors* - General economic situation, legislation, government measures and regulations, local and global public relations, financial solvency of consumers. All of these factors together affect the pricing and marketing managers cannot control them directly.

### **Pricing methods in sports**

Starting from the marketing approach to sports, it is important to point out first that sports are not equally available to all nor are they equally necessary for all inhabitants of our planet. The essential differences in the understanding of sports derive from a different level of development of society in economic and cultural terms. Obviously, the development of the entire sports industry depends on these factors, its offer to national markets and eventually the price.

If we start from the fact that sports are experienced differently in different countries, and this mostly depends on the socio-economic variables (GDP per capita, unemployment, population density, percentage of urban population, education, religion, attitudes, behavior patterns, the existence of many subcultures), then it is certain that their influence is significant in understanding the role of sports in the life of every member of society. Therefore, pricing approaches and methods are not the same for each society or national

market, and this is something that every marketing expert must take into account.

Focusing on sports products and services, the main factors affecting the way pricing and selection of methods that provide flexible "competition" for consumers in the sphere of sports industry are: the need for sport, sufficient amount of free time, purchasing power of the population, invested marketing efforts, availability of knowledge and capital.

However, considering the quality of a sports product/service, as well as the needs of the population and their purchasing power, we can conclude that meeting certain emotional and personal needs of consumers (health, competitive spirit, fan passion, personal identification, fashion trends) can play an important role in determining the price of sports products and services.

There is no doubt that the price is a means of value (expressed in money), but when determining prices in addition to the actual costs, it is necessary to estimate the subjective values of consumers. This approach is particularly noticeable in competitive sports in pricing tickets for a sporting event. Decision on the ticket prices will depend on: the assessment of actual costs, estimates of purchasing power of the population, valuation and significance of the event, assessment of the reputation of the participants in the event, an estimate of the level of service and choices (an alternative event or the place of the position for watching the game). (Novak, 2006, pg. 281).

In the sports industry, different pricing methods are used. The very decision on pricing is based on several traditional approaches:

- 1) the cost-based approach (the cost-plus method, breakpoint analysis and pricing on the basis of a target profit);
- 2) the consumer-based approach (pricing according to the perceived value);
- 3) the competition-based approach (pricing based on current prices and sealed bids); (Kotler, 2007, p. 680).

*Pricing methods based on costs* - will depend on the product. The company designs a product that is considered good, adds up the cost of making the product and determines the price that covers the cost together with the target profit. Then the buyers have to use marketing to make sure the value of the product justifies its purchase price. If the price is too high, the company must come to terms with lower margins or with reduced sales, which in both cases results in poor profits. (Kotler, 2007, pg. 683).

The easiest method of pricing is the *cost-plus method*. This method is often used in the sports industry and is based on the concept of the total cost. The following simple formula is used: costs plus the desired profit equals price. In order for this system to be effective, precise information on fixed and variable costs is necessary. (Mullin, 1993, pg. 166). Fixed costs can be, for example, renting the stadium, taxes, furnishing the spatial capacity, while variable costs are wages, material costs, food costs, etc.

The essence of the method is to add a standard profit margin to the calculated costs. However, pricing through the margin works only if the price achieves the expected sales level. The question is what will happen if the costs of the company are too high compared to the costs of the competitors? In any case, pricing that ignores the demand and prices of competitors will not lead to the optimal price. (Kotler, 2007, pg. 681).

*The breakpoint analysis and pricing based on the target profit* is also a cost-oriented approach. It's a useful technique where marketing managers need to establish the interaction of the production volume, costs and profit in order to make rational decisions about the price of products/services. In other words, it is a pricing principle to achieve the target profit. The analysis implies determining the so-called "breakpoint". The breakpoint diagram shows the total expected costs and total revenue according to the different levels of sales volume. At that level, the cover of total fixed and previously incurred variable costs is provided. The importance of the breakpoint analysis for a sports marketing professional lies in the implications that it has for determining, for example, off-season prices in facilities such as sports fields, fitness centers, swimming

pools and the like. During the off-season or outside the busiest hours when the fields are out of use at full price, the manager can charge any sum that is greater than the variable costs. In this way, the periods of low prices allow the manager to "absorb" the fixed costs through receipt of additional revenue that otherwise would not have existed. Such a strategy cannot be maintained in the long run and through all periods, but every contribution to the reduction of fixed costs is welcome as long as visitors do not start to shift from more expensive to cheaper periods. (Mullin, 1993, pg. 162).

*Pricing methods of based on the perceived value* - the company determines its target price on the basis of perception of customers about the value of the product. Unlike the pricing methods on the basis of costs, this method starts from the analysis of consumer needs and perceptions of value, where the price is set to match the perceived value of consumers. In other words, the target value and price drive decisions about product design and costs that may be borne.

Companies that set prices based on perceived value must bear in mind that only the consumer decides whether the price of a product/service is acceptable. Decisions on prices are necessarily directed towards the customer as by buying a product they exchange something of value (price) in order to get another value (benefit of possession or use of the product). It is easy to calculate the cost that we have in the production of sports equipment, but attributing the value to a sporting event is not simple. Treats such as atmosphere, relaxation, passion, conversation, status that is supplied by a sporting event and the value we expect and want to measure will vary for different consumers in different situations. For example, a noisy group of fans can be exciting and stimulating to a visitor, but for someone else it may be a daunting experience.

Therefore, the company will not have it easy when it comes to measuring the value that consumers attribute to its product or service because consumers really hold onto these values in the evaluation of the price of products/services. If consumers perceive a price as greater than the value of the product or the sum of impressions with a service, they will not buy the product and they will not use the service. On the



other hand, if consumers perceive a price as lower than the value of the product or service, they will buy it or use it, but then the seller loses the ability to profit. Therefore, marketing experts must understand the reasons why consumers buy a product/service and set the price in line with consumer perceptions of the value of the product or service.

*Pricing methods on the basis of competition* - When making decisions about prices of their products/services, many companies attempt to assess the likely possible reactions of other companies, and on that basis determine a rational strategy for the price of their products or services. A market economy takes into account not only the existing, but also potential competition and each company must determine the relationship of its prices to the prices of competitors by setting up prices that are below, above or at the level of the competition's price. The information that is required is whether competitors make profits at those prices. In practice, two forms of pricing on the basis of competition occur most often: on the basis of current prices and on the basis of sealed bids.

*Pricing methods on the basis of current prices* - it is based on the prices of competitors where the rule of thumb is that the market leader dictates the price on the basis of its assessment, and the others have to adjust. (Kotler, 2007, pg. 685). Adjustments mainly involve the same, higher or lower price compared to its main competitors. (Novak, 2006, pg. 282). However, competition-oriented pricing can be very risky if the company has higher costs compared to the competition. (Džober, 2006, pg. 205).

*The sealed bids pricing method* - when a company sets its price in this way, the price is based on the how the company thinks its competitors will set the price, instead of being guided by its own costs or relying on demand. Potential buyers submit sealed bids and the case is assigned to the buyer who offers the best price. (Kotler, 2007, pg. 686).

## **Conclusion**

While non-price factors play an increasing role in the modern marketing process, we cannot say that price is not an essential element of the marketing mix. Despite many internal and external factors affecting the company's decision on prices, price is still the only element that generates income; other elements of the marketing mix generate costs.

Each product or service has a price, which must be determined not only by profit-oriented organizations, but also by many non-profit organizations, such as sports organizations. Pricing strategy and method are determined by the target market and positioning objectives of a sports organization. That means that the aim of marketing in sports is not only to achieve the highest possible price for a product or service, but it is also to form a price which, combined with other instruments of the marketing mix, can contribute to the achievement of short-term and long-term business goals. Essentially, the product price is what a sports organization gets in return for all the effort that it has invested in the design and promotion of products or services and their placement on the market.

As sports consumers relate prices to the perceived usable value of products or services, it is important that the price does not surpass the sum of these values, otherwise consumers will not buy the product. Therefore, the task of marketing managers in determining the pricing method is not easy and they are often forced to change their strategies and pricing policies for different pricing segments. It is important to choose an optimal pricing policy to ensure that a sports organization is successful, thereby generating optimal profit.

In order to achieve a relatively permanent profit, the price must become an integral part of the strategy of not only marketing, but of the sports organization as well. Pricing and price management are crucial activities that have a profound effect on the profitability and survival of a sports organization. We should also not ignore the business environment that is changing dramatically, so the price policy will be subject to constant changes as well.

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*(Professional paper)*

## **POLICE MEASURES FOR COMBATING HOOLIGANISM AT SPORTING EVENTS**

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### **Abstract**

The subject of this paper refers to the suppression of increased aggressiveness and hooliganism at sporting events. The use of police force is successful if it is based on a thorough knowledge of local conditions and terrain, and also on quality information about the intentions of fans, strength and composition of the fan groups, as well as the forces that will join them or that support them, in case of an escalation of violence. Police organizations in different countries confront hooliganism at sporting events in different ways. At the beginning of suppressing hooliganism, police forces primarily used repressive measures as the traditional model. When they later found that such measures did not bring adequate results, that in some situations they even encourage violence, they began to implement proactive measures. Obviously, repressive measures have not, nor will they ever be completely thrown out. Instead, they have been complemented by proactive measures in areas where there are no results, or where they are very poor. The objective of this paper is aimed at the fact that each sporting event is characterized by various factors - particular police units may be affected, others may not, but it is important that they are recognized. We used the method of analysis and synthesis.

**Key words:** police, hooliganism, repression, prevention

## **Introduction**

Security at sporting events and the prevention of disorder is not an easy task. The levels of violence that may occur at sporting events are different and they depend on many factors. Police units must consider all factors when planning security at sporting events. Understanding the factors that contribute to violence will help in analyzing the problem, determining the effectiveness of measures, identifying key points where to intervene, and then at the end identifying choices of appropriate responses to violence.

While securing, police forces must take into account that a sporting event that is considered significant may cause increased aggressiveness of the fans. For example, an important victory can produce unrest during the celebration at the facility or on the streets in its vicinity. Quality sporting games can also contribute to emerging violence. If the expectations of fans are not met or their team plays poorly, fans can express dissatisfaction by whistling, throwing objects onto the field, destroying the inventory, or in extreme cases, there may be physical conflict with the players. Also, other factors, such as the presence of alcohol, negative behavior of players on the field, a big crowd at the stadium, and so on, can contribute to emerging of violence.

In addition to having to take into account the characteristics of the facility and the event itself when organizing it, it is important to know which staff organize and provide security at the sporting event. When we talk about staff taking part in the organization of a game, we talk about the police, private security agencies, members of the team management and other auxiliary staff. The staff must be well trained, in constant training for appropriate action when organizing sporting events. The security may be less effective if the staff have not been previously trained in handling such situations. Police staff have experience in such situations, but they also need special training, particularly on the potential points of a sporting facility where they can expect conflict situations because without such an approach nobody can seriously confront hooliganism at sporting events.

## **Theoretical bases**

The subject of this paper refers to the suppression of increased aggressiveness and hooliganism at sporting events. Police organizations in different countries confront hooliganism at sporting events in different ways. The objective of this paper is aimed at the fact that each sporting event is characterized by various factors - particular police units may be affected, others may not, but it is important that they are recognized. We used the method of analysis and synthesis.

### **The traditional model of suppressing hooliganism**

Ever since the emerging of the problem with hooliganism, the police have applied the traditional model of suppression where with the repressive measures and force they seek to suppress violence at sporting events. That's why police units have suffered criticism from the public on a regular basis. Individual police organizations, especially in southern and eastern Europe, as well as in Latin America, have been blamed for the use of indiscriminate violence against the fans (Spaaij, 2005, p. 4).

Police action on the problem of hooliganism often appears to be a simple reaction of the police to the problem that has suddenly appeared. However, repressive measures have often had the opposite effect because the repression of violence does not oppress, on the contrary, it encourages violence. The application of the traditional model by a police unit has many drawbacks:

- lack of communication
- disconnection of activities
- a wish for reinforcing own capacities
- repeating of the activity in the chain in different ways
- the existence of prejudice among professionals
- inclusion or exclusion of others in the process of prevention
- unwillingness to take fundamental part in projects on a long-term basis (Tramošljanin and Latinović, 2011, p. 80)

Basically, police forces base their strategy against violence at sporting events on the so-called "bang" effect, which manifests itself in the desire of the state and its organs to use the influence of legal norms and the dramatic police operations on the day of the event to achieve such a resonance with the public which will stimulate feelings in the citizens that the state authorities have achieved significant results by countering crime in a concrete, visible and effective way. Such an approach, however, has the following disadvantages:

- the measures are short-term
- they have a negligible effect on the perpetrators
- they enable transitioning of perpetrators to criminal activities
- they create insecurity among the citizens
- they do not affect the reduction of fear of crime
- the emergence of a large number of injured people
- spending a lot more money from the state budget
- demand greater engagement of human and material resources of the state authorities to find out who the perpetrators are
- build short-term confidence in state institutions and public safety (Tramošljanin i Latinović, 2011, p. 81)

### **Factors contributing to violence at sporting events**

By analysing each sporting event the police can detect and identify factors that may cause violence or factors which contribute to its development. The analysis should be based on the "triangle of violence at sporting events" (Janković, 2010, p. 132) which contains the main elements of a sporting event. This triangle is a modification of the "crime triangle" (Simonović, 2006, p. 229), which is used in the analysis of problems related to crime. The relative importance of each side of the triangle differs from event to event. By fixing the problematic characteristics on either side of the triangle, one can reduce the likelihood of violence at sporting events. The likelihood of violence can also be reduced by correcting the problems on several sides of the triangle. As some of these factors are difficult or impossible to influence or change, it is important that police units

understand how each of them contributes to the likelihood of aggression.

Every sporting facility is a story in itself and has a number of specific features and characteristics which distinguish it from others. For instance, if the fans are located near the field in a sporting facility, the possibility of violence is greater. It is assumed that it is more likely to come to violence when there is less physical distance between the spectators and participants in sporting events. Also, there is a greater likelihood that violence will occur at sporting events where the noise level is very high, or in the part of the stands that is closer to the sound system, given that it has been shown that in places where the noise is extremely high, there is increased aggression among men (Milojevic and Jankovic, 2012a, p. 317). Higher noise level can encourage the fans to cheer loudly and encourage them to misbehave. Further, if in the facility each spectator has his/her own numbered seat, that mitigates the risk of violence, while in places where the seats are not numbered and there are only standing areas, that possibility increases. An empty space without seats allows violence to first appear in this part of the stands.

If there is violence at a certain facility all the time, its negative reputation can contribute to the emerging of new violence or it can attract other aggressive fan groups that want conflict, participation in fights for the sake of media exposure, or even may encourage violent and inappropriate behavior among average spectators. It is, therefore, not surprising that more violence occurs at some sports facilities than others. If they are left unresolved, milder forms of violence at each individual facility can cause a negative reputation or they can create the impression that the facility tolerates violence or that violence can be expected in it. "Zero tolerance" strategy should be applied to those milder forms of violence - "If during small interruptions of public peace and order there is more of consistent behavior (reactions), there will be that much less serious crime that is happening in the area (surroundings)", (Simonovic, 2006, p. 32).

Formation of violence at a stadium can also happen due to warm weather because it is a well-known fact that there is a correlation between increased temperatures and aggression for both



the fans and participants of sporting games. So, as temperature increases at a sports facility, so does the risk of violence. When it comes to cold weather, the fans drink more alcoholic beverages in order to, in their opinion, "warm up", which also increases the likelihood of aggressive behavior. Besides all of the above factors, when planning sporting events the location of the facility must be taken into account because it is not the same to organize an event at a facility which is located in the city, the city's outskirts, or outside a populated area because there are different organizational problems, starting from public transport, protection of buildings (embassies, banks, shops, gas stations), which may be threatened by violent hooligan operations, etc., (Milojevic and Jankovic, 2012a,p. 318).

All that is mentioned above is about the sports facility itself, but it is also important which event will take place, between which clubs, in front of how many fans, and so on. It is more likely that violence will be generated in the part of the building where there is more male fans, especially younger ones, than in the part of the stands where the sexes are mixed or where there are entire families with children. Also, if there are less visiting fans at an event or they are not present at all, it is less likely that there will be violence. One should always keep in mind that there is a greater risk of violence if there are several different opposing fan groups in the same sporting facility or even several fractions within one fan group. One of the most drastic examples of inadequate police procedures when this factor is not seriously considered in security assessments is the tragedy in Brussels in 1985 at the Heysel Stadium. It seems fairly clear that this tragedy occurred because the police did not adequately conduct proper security assessment of the possible conflict between the two groups of fans.

Inexperienced staff can reduce the effectiveness of management strategies for organizing games. Such personnel are unable to identify potential hazards and cannot react adequately. In some situations, the inadequate response to rising violence may encourage the emergence of violence. Inexperienced staff, although trained, can be tense or nervous in highly stressed situations. Often police forces with their negative attitudes and excessive use of force may encourage violence. Also, the presence of police forces and

stewards can influence violence in several ways. First, to secure a sporting event, an adequate number of police officers and security guards must be present. Second, when planning an event, there must be a balance between the need for visible forces and uniformed members of the police and security, which will affect the viewers in a preventive way, and the excessive presence of uniformed persons that could adversely affect the fans. Inspection of each vehicle passing through the metal detectors, searching each fan and the use of service dogs can lead to increased frustration in the fans and contribute to emerging violence. And last but not least, when maintaining order at sports venues, the effective command and successful communication in the chain of command must be taken into account (Milojevic and Jankovic, 2012a, p. 318).

### **International police cooperation in combating hooliganism**

In the previous part of the text we list the factors that can contribute to emerging violence. Police can influence some of them, but not all, and it is important that they understand that they are present in order to determine how violence occurs. However, police units engaged in providing security at sporting events can take certain measures which may influence the factors that contribute to violence or police measures can contribute to the low intensity of the public order disturbance, especially in international games (Adang and Clifford, 2011, p. 5).

Scientific findings reached by many scientific studies have shown that proactive behavior of all entities, primarily the police, in combating hooliganism in cooperation with the repressive measures provide more effective and more acceptable results than previously exclusive repressive operations (Adang and Brown, 2008). One of the research studies showed that there is a certain group of police measures that contributes to the level of violence at sporting events in such a way to actually reduce the intensity or eliminate it all together. The following diagram shows the police measures that contribute to the reduction of violence at sporting events (Adang and Brown, 2008).

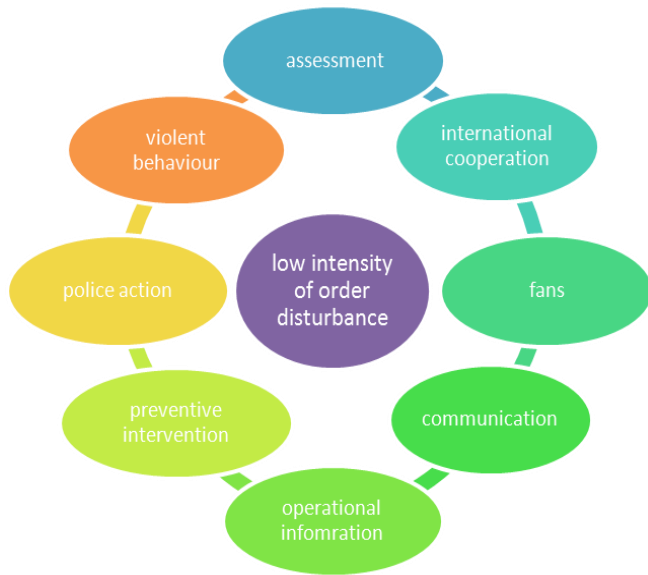


Figure 1 *Police measures that contribute to the reduction of violence at sporting events*

The above eight factors that contribute to the low intensity of disturbance of public order include a high level of international police cooperation. All these factors cannot be grouped together, and we also cannot make a complete gradation from the most important to the least important factors. One can only conclude that the degree of international police cooperation is one of the most important factors that contributes to violence never occurring in the first place.

International police cooperation can help in providing complete security at events through the activities of both domestic and foreign police forces, where each has a specific level of responsibility. Obviously, the primary carrier of police activities are the local police units, but the foreign police are responsible for the provision of information, conducting a risk analysis for their fans, as well as other ways of providing assistance to local forces. The scope of activities of foreign police teams for a specific sporting event shall

be determined through consultation of police organizations (Adang and Cuvelier, 2001, p. 21).

International police cooperation usually starts with a request for assistance to the host country, timely addressed through the competent Ministry of Interior Affairs. In the European Union, such a request must be made at least three weeks before certain international football games, and depending on the level of assessed risk for that game, the deadline should be longer, while for international football tournaments this period is limited to a minimum of 16 weeks before the start (Council Resolution 2010, p. 15). In addition to it being timely, the request must specify the amount of support and composition of the police forces that are needed to help out.

International police cooperation in the field can be done in several ways, depending on the nature of the event that is organized, as well as the needs of the police of the host country, and it takes place in several directions:

- collecting and sharing intelligence about fans
- reconnaissance, spotting and surveillance duty (operational police surveillance of fans from the start of their journey, during the match and after its completion - spotting)
- placing the fans under police control
- communication with the fans (Council Resolution 2006)

The host country has to make adequate preparations for international police cooperation at central, and at the local level (cities and regions where the sporting events are held). In this sense, working visits must be organized for foreign police teams from countries with which police cooperation will be established in order to exchange intelligence, and also to establish appropriate contact and directly meet the participants. Working visits are a very important factor for getting to know the working environment where the foreign delegations will be staying. During these visits, formal and informal contacts are established, which can contribute to a successful international police cooperation. The aim of the visit of delegations is to, at the central level, get familiar with the police system of a certain country, heads of police organizations, as well as with the work of the

National Football Information Point (NFIP), in addition to visiting the cities in which sporting events will take place in order to familiarize themselves with the local police managers and other police officers with whom they will work, as well as with the stadiums where the games will take place and the towns of the sporting events.

This kind of preparation was applied to several major football competitions and the said visits proved to be a great asset in further successful police cooperation. During these visits, in addition to the information received from the host, the foreign police delegations often had recording and data processing equipment (cameras, computers) and collected the necessary additional information on-site (Adang and Cuvelier, 2001, p. 21).

Head of the foreign police delegation team is in every aspect a leader in knowledge, possession of skills, behavior, a police officer with extensive experience in international police cooperation. He must be trained in the field of strategic, tactical and operational techniques in terms of securing public gatherings, especially football games. The leader of the delegation should have high moral and personal qualities and be an example to other members of foreign police teams. He has to show flexibility in working under a variety of circumstances, regardless of whether this is in a regular situation or in a moment when he works under pressure. He must have good communication skills in order to constructively fit in with the foreign police organization and subculture without major problems.

The host country should make the most of the support it receives from foreign police delegations. But before that, the organizers have to provide adequate conditions for the stay and work of foreign police teams. This is primarily related to the personal safety of foreign delegations, the provision of adequate information necessary for their work, an interpreter, local police liaison officers, communication equipment, accommodation, and so on. The 2002 decision was amended in 2007, when it was agreed that each member shall provide its office access to different databases on the "risk" persons, which are mainly found in the possession of the Ministry of Internal Affairs, as well as that member states shall ensure that the offices start exchanging analyses of critical situations that have

occurred at previously held competitions. Finally, it was agreed that each office must prepare a list of recommendations (generated from all previous experiences), which will then be made available to partners via the office's website or upon request (Savković and Đorđević, 2010, p. 20).

National police units in the European Union dealing with the problem of hooliganism increasingly cooperate by exchanging intelligence, especially at those moments when large football competitions are organized or during international games. This concept of police work is likely to be extended to other countries due to the expansion of the European Union, as well as due to the acceptance of such concept within sports associations, which have all started to pay more attention to safety at sports venues.

## **Conclusion**

From the above we can conclude that during the emergence of violence, police use targeted and rapid interventions to quickly make it clear which rules of behavior are acceptable and which are not, in order to prevent an escalation of violence. In all variants of operations, small units for surveillance in regular uniforms are able to easily approach and establish active contact with the fans. There are also decentralized units for intervention (with special equipment, vehicles for breaking up riots, service dogs, water cannons) located as far as possible from the place of gathering of fans or the place where the game is played.

Also, it can be concluded that the functioning of the police is based on the rapid flow of information obtained from the teams in the field or from other international police organizations, with the use of knowledge and experience of foreign police with whom there is cooperation. The ability of a certain police organization and the host country of the sporting event to successfully combat hooliganism largely depends on the support they will receive from other foreign police organizations, both from the countries where the visiting fans come from, and from other countries that have information or experience in the organization of international games. The basis of all

variants of police operations is the use of the "community policing" concept, in addition to the traditional "criminal intelligence/investigative approach". The approach of community policing is focused on the management of events at public meetings through direct and open interaction with fans.

Police forces that provide security services at the games are responsible for preventing and combating various forms of crime within the stadium and assisting the club in its responsibilities relating to security and routing of the crowd at the stadium. Also, their responsibility regards public, property and personal safety outside the territory of the stadium. In order to manage security at sporting events, they have to have previous experience in doing security work and monitoring the fans, proper training and accreditations for that job. What measures the police will take and at what level for a particular game depends on the previously prepared risk analysis. Police prepare a risk analysis based on previously gathered intelligence

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