



Science, Movement and Health, Vol. XVI, ISSUE 2 Supplement, 2016

September 2016, 16 (2, Supplement): 512-519

Original article

THE COOPERATION OF YOUTH AND TOP CLUBS OF SHOOTING IN THE CZECH REPUBLIC AS A BASIS FOR IMPROVING THE CURRENT STATE OF THE MEMBER BASE

KUNDERA Václav¹, HERBERGER Daniel²

Abstract*

Objective: This study aimed to analyze the sports shooting club SSK Activ Sport. The club care about young shooters in trap and skeet disciplines, who are transferred over time to the shooting sports centers under the auspices of the Ministry of Interior and Ministry of Defense. Shotgun shooting in the Czech Republic is not too well-known sport in the media, despite the fact that Czech athletes achieve excellent results at international championships and Olympic Games.

Sports club SSK Activ sport Brno is dependent on subsidies Czech Shooting Federation (CSF). These subsidies are not suffice. The main reason for the contraction of the state budget, which is significantly affecting the less popular sports. This makes the problem of financing the activities of talented young athletes for each sport and its future.

Methods: In this work we will focus on problems of a shooting club and developed proposals to improve its operations and the current situation by the study of documents, SWAT analysis, case studies and short unstructured interviews with stakeholders.

Results: In particular, we will focus on upgrading cooperation with the Czech Shooting Federation, shooting centers and also on obtaining sponsors and partners. Furthermore, we will discussed the possibilities leading to popularize this sport, which is one of the basic prerequisites for expanding talent base and attracting new financial resources for the functionality of the club.

Conclusion: We want to point out the possibilities of cooperation of youth sports clubs and elite sports clubs in the education of talented young people and make more efficient use of funds spent on sports representation, but also staffing sports representation of the Czech Republic.

Keywords: Management, marketing, sponzoring, sport, shooting sport club, SSK Activ Sport.

Introduction

We decided to analyze on the base of a selected sport club propose management innovation for improving the work of individuals and the whole control system of a sports club. In any case, we have decided, but the goal is or has been the sports shooting club SSK Activ Sport.

This sport club is no for profit organization. Nonprofit sector stands on the other side of the spectrum management. Here, players receive for their activity funds through redistribution processes. The aim of this sector is not profit, but to achieve a direct benefit, which is usually a public service (Tetřevová, 2003).

SSK Activ Sport works closely with regional sports youth center in Brno in the Czech Shooting Federation, which helps the club at partial material support. It also provides residential premises shooting range in Brno Královo Pole and participates in the organization of activities of disciplines "trap" and "skeet".

Another cooperation at a high level is with a sports shooting club Kometa Brno, where SSK Activ Sport since 2000 transmits only the best talented shooter. Currently, many of them are in the Czech national team in junior and also senior categories.

It should be possible to describe the Czech Shooting Federation, shooting Regional Youth Centre in Brno and the Police club Kometa Brno. Subsequently, we will attend to the analysis itself, the club SSK Activ Sport.

Objective

Czech Shooting Federation (CSF)

CSF is a civic association working in the Czech Republic. It is completely politically and otherwise independent of and participation in it is voluntary. Its task is to organize and manage shooting competitions, from recruiting, performance up to the top level. It consists of congress of delegates, the Executive Committee, the Presidium and the Audit Commission. The

¹ Faculty of Sport Study, Masaryk univerzity, Brno, Czech Republik, Kamenice 5, 625 00, Brno, CZECH REPUBLIC

² Centre of Sport Activities, University of Technology, Brno, Czech Republic, , tel.: +420 4114 1111

E-mail address: kundera@cesa.vutbr.cz

Received 06.03.2016 / Accepted 31.03.2016

* the abstract was published in the 16th I.S.C. "Perspectives in Physical Education and Sport" - Ovidius University of Constanta, May 20-21, 2016, Romania



Executive Committee is composed of the permanent commissions and those are:

- The Refereeing Commission
- The Sports - technical Committee
- The Sports - methodical commission
- Commission for state representation
- The Commission of shotgun shooting

The most important source of the CSF property are state subsidies, donations from individuals and corporations, grants and income from the business activities.

Recruitment and preparation of new talent cooperate among others with SSK Activ Sports and Regional shooting centers.

Material and financial support for CSF

As already mentioned, the main source of material and financial income for CSF is the state. An important criterion for achieve a not only state subsidy but also financial support from the private sector, are qualifications and placement of athletes at international competitions and Olympic Games, World and European Championships. The three main disciplines of shooting are:

- Rifle shooting
- Pistol Shooting
- Shotgun Shooting

Disciplines that are not part of the Olympic Games, by the rules of CSF do not entitled to support from the CSF and their working is completely dependent on donations from the private sector or even from sources of club.

Sports activities CSF

Shooting is by international rules divided into three basic categories. The largest categories are represented more by men, than by women and juniors up to twenty years. As a sports branch is a sports shooting evolved until today several centuries, while many disciplines was originated. All disciplines have their own specific rules that determine the appearance of the shooter, equipment, adjustments, and other details..

Regional Youth Shooting Center Brno (RYSC)

In the Czech Republic, under the CSF now operates 11 regional centers for young shooters (RYSC). Four of them are focused on the shotgun shooting disciplines "trap" and "skeet". These centers are located in Brno, Plzen, Hradec Kralove and Písek. The most of talents of shotgun shooting preparing the RYSC in Brno, which was establish in 2005 and operates in the shooting range in Soběšice (Brno).

RYSC basic function is to search for new talent for CSF, who in the future could become

members of Czech national team. This function is identical with the function of the club Activ Sport. RYSC is not itself a shooting club, therefore it can not register shooter. It is used because cooperation with Activ Sports Club, where shooters logs and become part of CSF. They are entitled to material support and that CSF provides talented young shooters.

SSKP Kometa Brno

Under the Ministry of Interior, there are many top sports clubs, which include the sports shooting club SSKP Kometa Brno. Police club also resides on the range in Soběšice (Brno). Its members are forming a national team of athletes and most of them come from the club SSK Activ Sport.

Among the clubs is an unwritten agreement about compensation for talented shooter. Based on performance achieved during the shooting season Activ Sports Club SSK recommends to Kometa Brno best shooters. If Kometa Brno adopt shooter, it may offer him better material support and athletes will reduce the cost of its firearms training.

As severance Kometa Brno provides to Activ Sport material support in the form of asphalt targets, which are divided among individual shooters for their training.

Sports shooting club SSK Activ Sport - General Information

Sports shooting club ACTIV - Sport with registration number 0830 at the CCF was established in 1999. The club carries out its activity in the legal form of the civic association Sports shooting club ACTIV - Sport professes traditions of sport. In the statutes of the club describes the basic mission, which the club must follow and identify with them. It is the organization of sports activities, creating economic base, keeping its members from the moral, ethical and aesthetic rules. Finally, the club has to defend the interests of its members, both internally and externally. The objectives of the club are sporting, economic and social. Sports goal is to achieve the best results among its members, league competitions. The aim is to maintain the current economic financial aspects of the club. The goal is to educate the social quality of young athletes who reach relationship to sport as such, but mainly to sporting shotgun shooting. Another social objective is to create high-quality talents conditions for their development of the shooting.

SSK Activ Sport with their top athletes regularly participates in competitions throughout the country. In particular, the following competitions:



- Czech Republic Championship (M-CR)
- Czech Cup series (CP)
- Series Grand Prix and Grand Prix (Brno, Hradec Králové and Plzeň)

In the last four years, the club shooters also participate at the competitions in the Slovak Republic.

From 2001 to 2010 the club obtains the medal positions at M-CR and CP. Individuals and teams in the category under 18 years.

Currently the club is actively working with 18 athletes in age of under 18 years, under the leadership of the best possible coaches. In the discipline trap's it is Petr Hrdlicka (1992 Olympic champion) and Luboš Adamec in the discipline "skeet".

It is clear that the above-described achievements bring the need for a considerable financial support. This is mainly on financing of all camps, regular workouts, starts at competitions, transportation, lodging and labor specialists (shooting coaches, fitness specialist and a psychologist).

The subsidy of CSF is covered half the necessary needs of the club. The second half of the club must provide from its own resources so as to ensure training and competition activities throughout the year.

In 2010, the management SSK Activ Sports decided to hold a competition Brno Cup. The aim of this event was to publicize the club, attracting potential sponsors, performance comparisons with other teenagers from all over the Czech Republic and Slovakia and, not least, gaining new members. Appropriate evaluate of all participants should contribute mainly to support and develop the performance of a group of young shooters. The competition became very popular, and in 2015 took place for the sixth time in a row.

The system of preparation

Shooters begin their career at the age of about 13 years. An adept passes through the selection of the coach and the way that he tries different disciplines, demonstrating their physical prowess and answer basic questions determining his mental endurance. According summoned abilities and personality type coach will determine whether the individual has the potential for shotgun shooting and assigns discipline, which subsequently will be focus on. Young athlete registers to a shooting club, the club and the federation will pay contributions and thus becomes a member. On the basis of acquired membership to receive confirmation of the club, which he pass an exemption for a gun license from fifteen years, after successfully passing the required exams.

The training process begins with a theoretical part where the coach explains to the shooters basic rules of shooting, safe handling of weapons and ethics of conduct in the shooting community.

The next step is shooting practice. Coach constitutes each individual athlete training plan compiled on the basis of their mental and physical properties. All this work adapts to prepare shooter in the top league of CSF.

Resources - finance, facilities

Sources of SSK Activ Sport can include finance and facilities.

Finance

The primary issue in contemporary sports management is currently raising funds, which are necessary for the successful operation of sports organizations. "It should be noted that civic associations, such as the legal form of most Czech sports organizations, they constitute non-profit organizations." (Durdová, 2005)

Sports organizations have several options for obtaining financial resources:

- public budgets (subsidies to civic associations, grant county, town or municipality budget)
- ČSTV source (origin have ownership interests, etc.). Receipts from the sale of surplus assets, income from lotteries)
- Selected membership fees, ticket sales, revenues from advertising (flags, badges, posters ...)
- so called Compensation (reward for the withdrawal of one of its club status Party to another club) and educational (compensation for expenses associated with bringing athletes)
- employment sporting organizations (advertising, rentals, sales of food, sporting goods and services) (Durdová, 2002)

The economic situation in the club is not very favorable. The main sources of the club SSK Activ Sports are forming from a government grant from the CSF. These subsidies get the CSF for the Czech national team, for organizing competitions and guidance for young people. Money for training young shooters is divided into regional centers for young shooters (RYSC). Since RYSC Brno cooperates with the club SSK Activ Sport and have similar goals, giving RYSC club funds for the selection and management of youth. They, however, do not cover the entire need for Active Sport.

Another source of income is membership dues.



Facilities

SSK Activ Sport resides in a CSF for its activities available to the firing range corresponding to the requirements for organizing European and World Championships. In this area, young athletes are prepared for all competitions. In 2004, he underwent extensive renovations shooting, aiming the ability to host international championships. The range is so thanks to new technologies and equitable care managers in good condition. Additionally, viewers can refresh in the restaurant and buffet, also located on the premises of the CSF. Athletes, coaches and officials can take a rest or for their activities building right next to shooting range. There is a locker room and a room for athletes, where all shooters can take a rest during practices and races. They have a fully equipped small kitchen and can utilize this comfort for recharging their batteries for the next athletic performance. The building is an office for management, social facilities and ammunition depot in which shooters may store weapons between trainings. There are also free of charge parking places for all athletes. To fulfill the objectives of the training has the shooters high-standard conditions.

The biggest advantage may be considered quality training equipment. Coaches have their charges for access to modern amenities, such as, for beginning shooters, high-quality branded weapons. Athletes are provided with sports training and national team clothing with the logo and the club. With this equipment, secondly they promote their club and also know that the club is interested in taking steps to take care of its members.

Management

Especially in terms of business management in areas such as: production, sale, development, research. Establish a precise definition is difficult, as well as the exact translation of the term. It expresses not only functionality, but also the people who perform this function. It indicates a social level, but also professional disciplines. Management is also manual, which need to be gathered together, so that the individual could become a manager, a professional who carries out this instruction. Various definitions of management can be divided into three basic groups:

- People management (performing tasks using the work of other individuals work together in groups and to effectively implement our goals)
- Specific functions they perform executives (managerial activities - making decisions, organizing, planning, control, coordination, motivation, etc.).

- Object of study and its purpose (such as file management approaches, experiences, recommendations and methods that managers use to cope with specific actions to achieve the objectives set) (Durdová, 2002)

Management Director and also head coach of the SSK Activ Sports is Mr. Lubos Adamec. He is a former member of the Czechoslovak shotgun shooting in the discipline "skeet". Twice participated in the Olympic Games, he holds four individual medals at the European Championships and seven medals at team competition at European Championships and World Championship. His work is to manage the club SSK Activ Sport. This includes all property management, promotion of the formation of the club, obtaining sponsors and the associated funding to ensure membership. An important role is also a selection of talents and their training and leadership. They need to develop training plans for all athletes. Adherence to shooting techniques, a number of patrons and targets, the layout of the training volumes and achieve the highest possible performance forms for participation in competitions.

Part of his job is also to provide transport to the competitions, accommodation and deal with possible complications. It is also necessary to correctly estimate the personality of the shooter. This important capability helps the coach to motivate the shooters good performance, or it can also inspire them after a bad result. At the end of the calendar year coach assesses the results achieved in the previous season. On that basis constitute ranking and recommends the best athletes to advance to SSKP Kometa Brno

Methods

SWOT analysis

The purpose of the SWOT (Strengths – Weaknesses – Opportunities - Threats) analysis is primarily the assessment of internal assumptions of the company to implement a specific project. At the same time analysis subjecting of external opportunities and constraints that are requested by the State. It is a set of strengths and weaknesses of the company, opportunities, threats and their evaluation. It includes monitoring external and internal marketing environment. (Kotler, 2007)

SWOT analysis combines internal and external business environment. It examines the strengths and weaknesses, threats and opportunities.

Strengths

- Experienced management team
- Experienced trainers
- Good facilities and training conditions
- Club teambuilding



- Ability to use the shooting range corresponding to the highest international level
- Joint training with the national squad
- Talented Youth
- Interesting history of the club

Weaknesses

- Low number of coaches
- Undersalary of coaches
- Low financial and material support
- Lack of talented youth
- Lack of marketing management
- Insufficient promotion
- Unprofessional website
- The absence of official supplier of sports clothing and material
- Insufficient use of social networks

Opportunities

- Obtaining financial support center
- Obtaining financial support region
- Addressing companies to establish cooperation
- Establishing cooperation with the supplier of sports goods
- Acquisition of new supporters and contacting potential candidates for shotgun shooting through the social network Facebook
- Addressing students of sports faculties offering opportunities to gain practical experience in club coaching or other positions
- Organizing shooting summer camps, camps and corporate events

Threats

- Lack of interest in shotgun shooting
- Loss of current sponsor
- Reducing the inflow of money into the sport - public subsidies
- Lack of time for sports because of academic busy young athletes

Major strengths are experienced coaches who are in shotgun shooting sport from childhood, when the conditions for athletes and their achieving good results at a very low level. They therefore endeavor to ensure that their wards the best possible conditions, enabling them to facilitate their journey to becoming a professional athlete at highest level. The most striking weakness of the club is a poor financial and material support, which may deter potential new candidates because they have a large portion of the costs to pay themselves. It is for many an excessive financial burden.

Another weakness is that there are funds for evaluating coaches. This fact bears the risk of loss of these volunteer coaches among its former members and heavy acquiring new trainers, who would have been necessary in the case of expansion of the membership of the club.

The opportunity of SKK Activ Sport is put an application for a grant from the city and South Moravia region budget, with a request for financial support. Another opportunity is to get through the official sponsors of funds for the purchase of ammunition and targets, for organizing camps and the remuneration that would shooter motivated to perform better. For the club and its members would be required to establish formal cooperation with the supplier of sports equipment intended for shooting, such as shooting vests, ear protection and shooting glasses. The purchase price of this equipment is relatively high, which could be even for beginner shooters and especially for their parents very demotivated.

The threat is an annual gradual reduction of subsidies CSF and the increasing costs of running the club activities, the loss of existing sponsors and disinterest in the shotgun shooting due to low media popularity of shotgun shooting.

Marketing strategy

This is a long-term vision of the organization, the purpose is to effectively and strategically allocate its resources so as to ensure customer satisfaction and advantage in the competition. This is not a one-off affair, but rather a continuous process of finding, experiments, mistakes and lessons learned from the mistakes of competitors. This strategy is reflected in the organization:

- The design and product development
- Product Policy
- Choice of target market
- How to communicate with the consumer and the price determination
- Choice of distribution paths (Horáková, 1992)

Marketing mix

Concept of marketing has many different definitions, for our purposes we will use this example: Marketing is "a process in which individuals and groups obtain through the generation and exchange of products and value what they require. The content of this process is understandable, anticipating, stimulating and satisfying customer needs so as to simultaneously achieve the objectives of the organization." (Zamazalová, 2010).

The introduction of the company's strategy into practice rests on four instruments, sometimes also called "4P" by English Product, Place, Price,



Promotion. It is a tool for the implementation of the plans of the company (short and long term). Unlike other economic factors are modifiable individual tools and controllable, but each varying intensity at different speeds effect change. Suitable variation of the product, sales channels, promotional activities and price can be achieved to satisfy consumers while gaining an advantage in economic competition. (Horáková, 1992)

Product

The product of a sports shooting club SSK Activ Sport is a membership that offers the opportunity to represent the club in shooting competitions as an athlete, coach and manager. The aim of all training activity is the preparation for the championship and league competitions. The training and competition activities have athletes all the necessary equipment and, thanks to the area where it is possible to shoot at three shooting ranges intended for discipline "skeet" and three ranges for discipline trap, so the club becomes a beneficial source of talent for SSKP Kometa Brno. Indispensable fact is educational activity of qualified trainers and the formation of social relationships between members. Because of this, young athletes learn and teamwork, love to sports, get to know new friends and above all gain respect for authority. Through all these sports, social and educational activities, helping the club SSK Activ Sport to develop the sporting life and above all the young adepts learn that life is sport for their physical and psychological development immensely beneficial. It also helps to realize the similarity with the personal life that offers different challenging, joyful, sad, exhausting, unexpected, but also unforgettable experiences and situations like in sports.

Price

Candidates of the membership in the club pay the membership fee in the CSF in the amount of CZK 1,000 per year and the club fee of CZK 700 per year. These contributions include primarily professional supervision of coaches, use of sports fields, sports equipment and all equipment associated with the shotgun shooting. Shotgun is the most expensive item. Its value ranges from CZK 15,000 to CZK 250 000. It depends on the brand, type of material, parameters, respectively, decorating accessories. It is also necessary to equip athletes shooting vest that should be mentioned on the back of the name and nationality of the shooter. Hearing protectors belonging to the mandatory equipment of the shooters, can be purchased in the form of protective earphones or earplugs. Last but not least important item are shooting glasses, the choice should be given considerable attention. It serves not only to protect your eyes from the sun, but especially from dirt, incurred during the shot.

Expenses requested by the shooting itself (bullets and targets), are varying according to skill level shooter. Starting shooters need an average of 2,500 patrons and 2,500 targets for the year. Advanced and experienced shooters consume annually to prepare 4,000 patrons and 4,000 targets. Among other expenses belong to shoot as transport, food and accommodation at competitions and the entry fee differs according to the type of race and class shooters. The total annual cost for the beginner shooter based on 65 550 CZK, see Table 1. For shooters, participating in the shooting competitions, spending amounts reach to approximately 47700 CZK. Here we count with eight competitions per year.

Table 1: Expenses for the beginner shooting for the season

Article	Price CZK/per.	Total price CZK
Membership fee CSF	1 000,00	1 000,00
Membership fee - club	700,00	700,00
Shotgun	60 000,00	60 000,00
Shotgun vest	3 000,00	3 000,00
Hearing protector	600,00	600,00
Glasses	7 500,00	7 500,00
Patrons	4,50	11 250,00
Targets	5,00	12 500,00
Expenditure first year		96 550,00

Table 2: Expenditure on firearms training beginner to participate in the competitions per season

Article	Price CZK/per.	Total price CZK
Membership fee CSF	1 000,00	1 000,00
Membership fee - club	700,00	700,00
Patrons	4,50	18 000,00



Targets	5,00	20 000,00
Food, accommodation, entry fee	1 000,00	8 000,00
Expenditure for year		47 700,00

Advertising

SSK Activ Sports used to advertise particularly its website <http://ssk-activsport.cz>. These pages are created by an amateur form; they are not sufficiently clear and give very little information about not only the club but also for shotgun shooting itself. Inadequate promotion of the club on the Internet is a significant weakness of the club.

Place

Home of the SSK Activ sport is shooting range in Soběšice (near Brno), which is distant from the center of the city approximately 11 km. Shooting range has its own parking, building for SSKP Kometa Brno, CSF building, building RYSC, restaurant and restrooms. Of course there are shooting range for "skeet" and "trap" with Olympic parameters, then paintball shooting range and archery range. The shooting range is quite old and dilapidated pistol shooting range, which is elaborated a plan for the reconstruction of a hundred-meter tunnel, designed for shooting from ball guns. The advantage of the range is easily accessible by public transport.

Proposal to change - expansion activity CSF

The main task of the CSF, besides providing property and financial support for various shooting disciplines is the promotion of the shooting itself. This part of the CSF, however, it fails. For the public is shooting totally unknown sport in Czech Republic in spite of the fact that in comparison with other sports achieve shooters at international championships and Olympic Games excellent results. This "invisibility" has resulted in insufficient funding from both public and private sources. Subsequently lacks funding for development and promotion of shotgun sport. As a successful example of popularizing the sport we can bring Czech biathlon. He managed the achievements of their athletes so visible that today it has become one of the biggest spectator sports. Suggestions for improving the activities of the CSF is thus broadening the scope of this union and the creation of a specialized marketing department headed by a manager, the best former representative who gained experience of acting in foreign clubs. High level Czech shooters are in the foreign well-known, so only the name of the former representative could attract foreign cooperation not only sponsors but also shooting federation. Sponsorship is beneficial to both sides. Towards the athletes there is a supply of necessary funds and

vice versa athlete visibility of their sponsor. For sponsors these funds are tax-deductible expenses in full. Obtained funding from sponsorships would be remanded of grants primarily in sports shooting clubs. They should also be invested in improving the quality of competitions of higher financial rewards for placement, which will result in greater attractiveness and prestige. Another important activity of the marketing department would be cooperation with the media that can be used to inform the public not only about the successes, but also on the work of the CSF and its members. Also publish a calendar of competitions that would attract spectators and potential sports talents.

Conclusions

Suggestion for improvement for SSK Activ Sport

Suggestion nr. 1

Nowadays, the main source of finance assets SSK Activ Sport, comes from CSF, from the budget of City of Brno and the South Moravian region. Despite the fact that demands of the club are formed so as to ensure the material needs of shooters, the amount of subsidy is not sufficient. Thus, the club can do nothing else than focusing on the promotion and search for business partners and sponsors. For promotion should be established the position of marketing specialist whose task will be to control the advertising and PR. Furthermore, the club focused on attracting companies that would be organizing teambuilding events for their employees to try unusual experience of shooting at clay targets. In this way, shooting item self or promising shooter presented to the public, helping to raise funds for the club. The funds collected would be placed in the training of young sportsmen and thus ensure their performance faster growth and competitiveness at international competitions.

Suggestion nr. 2

SSK Activ Sports Club inserts to educate and prepare young shooters high financial resources. If, however, passes into SSKP club member, club transfer fee athletes get adequate amount does not even cover the cost shooter to achieve such levels. The proposal is therefore a contract between the clubs, which in the case of transfer shooters to professional club SSK provided Aktiv Sport payment shooter. The sum would be responsible for the transfer costs, which the club has invested in the training and education of the athletes. The resources thus obtained would be



remanded to the development of the club, respectively. raising additional charges.

Suggest nr. 3

Nowadays, the modern form of gaining experience is traveling abroad. This also applies to sport. SSK Activ Sport should seek to establish cooperation with foreign clubs of the same type. This way would be exchange of information, experience and practice in the education of coaches. Young athletes will go to foreign resorts on exchanges, so-called hosting, where he trained alongside their peers, under the guidance of foreign coaches. With this step, the club will ensure access to the latest information and trends in the shooting, but also have high competitiveness and performance of the shooters.

Suggestion nr. 4

Shooting is physically and mentally very demanding sport. The weakness of the club is lack of cooperation with the experts, focusing on different parts of training. The club should provide athletes the opportunity to visit a psychologist, which would determine their personality type and together they worked on resistance to competition stress. The results of psychotherapy are recorded and consulted with a coach. This synergy will learn shooter increase concentration.

Proper physical training between seasons should ensure fitness trainer, whose task will be to create each individual shooters plan according to its needs and possibilities. Thanks to the handling of heavy weapons and the specific attitude leads to one-sided loading of the body. The work of

professional freelancers would be completed by a physiotherapist, which in the case of overload ensuring regeneration and subsequent introduction into the training process.

The cost of this activity will be insignificant, but it will be beneficial for the club and shooters.

Aknowledgements

Thanks to everyone who helped me to realize this material, which I have provided bibliographic materials.

References

- Durdová I, 2002, Sportovní management. 1. vyd. Ostrava: VŠB - Technická univerzita. 121 s. ISBN 80-248-0130-2.
- Durdová I, 2005, Základní aspekty sportovního marketingu. 1. vyd. Ostrava: Vysoká škola báňská - Technická univerzita. 84 s. ISBN 80-248-0827-7.
- Horáková I, 1992, Marketing v současné světové praxi. V Praze: Grada. 365 s. ISBN 80-85424-83-5.
- Kotler P, Keller KL, 2007, Marketing management. 1. vyd. [i.e. 3. vyd.]. Praha: Grada. 788 s. ISBN 978-80-247-1359-5.
- Tetřevová L, 2003, Veřejná ekonomie: úvod do problému. Vyd. 1. Pardubice: Univerzita Pardubice. 136 s. ISBN 80-7194-544-7.
- Zamazalová M, 2010, a kol. Marketing. 2., přeprac. a dopl. vyd. V Praze: C.H. Beck. xxiv, 499 s. Beckovy ekonomické učebnice. ISBN 978-80-7400-115-4.