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FEATURES OF JOINT FUNCTIONS MANAGEMENT IN ESPORTS PRODUCT PRODUCTION WITHIN ESPORTS CLUB ASSOCIATIONS

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ОСОБЛИВОСТІ УПРАВЛІННЯ СПІЛЬНИМИ ФУНКЦІЯМИ З ВИРОБНИЦТВА КІБЕРСПОРТИВНОГО ПРОДУКТУ У МЕЖАХ ОБ'ЄДНАНЬ КІБЕРСПОРТИВНИХ КЛУБІВ

Esports is evolving into a global phenomenon, increasingly gravitating towards uniting local club players worldwide. At the same time, both the overall professionalization of the industry (which increases the requirements for coordinated work of esports club associations) and the general complication of esports product production requires effective management models, especially in the context of esports club associations. To a large extent, the success of these associations depends on the ability to coordinate joint functions in the production of esports products. By the above provisions, the article aims to study the specifics of managing joint functions in the production of esports products within esports club associations. The research revealed that local esports clubs are actively uniting into various structures — franchises, associations, leagues, informal alliances, and holdings — to achieve common goals and develop the esports community. It has been proven that the association of clubs contributes to the consolidation of resources, optimization of costs, and improvement of the quality of esports products that they begin to produce jointly. It has been established that the success of an association depends on an effective management system for joint functions, such as talent search and development, training process, competition organization, marketing and PR, and legal and financial support. It has been proven that effective management of joint functions involves the creation of a comprehensive system that encompasses organizational, managerial, and communication processes. Given the obtained results, further research can be focused on a detailed study of different types of esports club associations: analysis of their advantages and disadvantages, identification of factors influencing the choice of a specific form of association, and development of recommendations for the optimal choice of association type. Furthermore, research on the effectiveness of different management models for joint functions: comparative analysis of different approaches, identification of key success factors and risks, and development of recommendations for management optimization.

Киберспорт стрімко перетворюється на глобальне явище, що все більше тяжіє до об'єднання локальних клубів по всьому світу. При цьому як загальна професіоналізація галузі (що підвищує вимоги до злагодженості у роботі об'єднань киберспортивних клубів), так і ускладнення виробництва киберспортивного продукту вимагає ефективних моделей управління (особливо в контексті об'єднань киберспортивних клубів). Значною мірою успіх цих об'єднань залежить від їх здатності скоординувати спільні функції з виробництва киберспортивного продукту. Відповідно до наведених положень, метою статті є вивчення особливостей управління спільними функціями з виробництва киберспортивного продукту у межах об'єднань киберспортивних клубів. Дослідження виявило, що локальні киберспортивні клуби активно об'єднуються у різноманітні структури — франшизи, асоціації, ліги, неформальні альянси та холдинги — з метою досягнення спільних цілей та розвитку киберспортивної спільноти. Доведено, що об'єднання клубів сприяє консолідації ресурсів, оптимізації витрат та підвищенню якості киберспортивного продукту (який в об'єднанні починають спільно виробляти). Констатовано, що успіх об'єднання залежить від ефективної системи управління спільними функціями, такими як: пошук та розвиток талантів; тренувальний процес; організація киберспортивних змагань, маркетинг та PR, юридична та фінансова підтримка діяльності учасників. Доведено, що ефективне управління спільними функціями передбачає створення комплексної системи, що охоплює організаційні, управлінські та комунікаційні процеси. З огляду на отримані результати, далші перспективи дослідження можуть бути зосереджені на детальному вивченні різних типів об'єднань киберспортивних клубів, зокрема: аналіз їх переваг та недоліків, визначення факторів, що впливають на вибір конкретної форми об'єднання, розробку рекомендацій щодо оптимального вибору типу об'єднання. Крім того, перспективними є дослідження ефективності різних моделей управління спільними функціями через: порівняльний аналіз різних підходів; визначення ключових факторів успіху та ризиків; розробку рекомендацій щодо оптимізації управління.

Key words: esports clubs; esports; esports product; integrated development; management

Ключові слова: кіберспортівні клуби; кіберспорт; кіберспортивний продукт; інтегрований розвиток; управління.

PROBLEM STATEMENT

Esports is rapidly transforming into a global phenomenon, uniting local players into a single community and changing the traditional notion of sports competitions. This professionalization process demands new, effective management models, especially in the context of esports club associations, which are increasingly emerging worldwide.

The success of these associations directly depends on the ability to coordinate joint efforts in esports product production. It includes organizing tournaments, competitions, developing infrastructure, training players, and marketing and promoting esports as a separate sport. Furthermore, the increasing complexity of esports product production requires club associations to effectively manage resources and engage in strategic planning aimed at enhancing their ability to adapt to rapid changes in the industry.

Successful esports club associations are becoming key players on the global stage, contributing to the development of esports as a professional sport and shaping new standards in this field. They provide conditions for talent development and achieving high results and create new opportunities for business and investment.

THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

A significant number of scientific works are dedicated to the development of esports clubs or esports in general.

For instance, Horova K.O., Horovyi D.A., and Kiporenko O.V. examined the prospects of creating esports clubs in Ukraine.

Chyzmar I.I. and Chaika Ye.V. studied the state and dynamics of the esports market growth.

However, the analysis of the outlined works allowed us to conclude that there is currently a lack of sources that comprehensively examine the features of managing joint functions in esports associations.

GOAL SETTING (FORMULATION OF GOALS OF THE ARTICLE)

By the above provisions, the article aims to study the specifics of managing joint functions in esports product production within esports club associations.

THE PAPER MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

Esports, as a global phenomenon, is increasingly gravitating towards the unification of local club players (esports clubs) worldwide due to trends such as [4; 6]:

1. The creation of international leagues and tournaments. Specifically, esports organizations such as ESL, DreamHack, Riot Games, and others, create international leagues and tournaments where teams from different countries compete. This encourages clubs to deepen their cooperation.

2. Players transfer between clubs. Esports athletes often move from one club to another, even

Table 1. Characteristics of the joint function of talent search and development

Joint action	Characteristics of joint action	Focus of actions
Scouting	Searching for promising players through online platforms, amateur tournaments, ranked games, and other channels	Enable esports club associations to form strong teams, achieve high results in competitions, and ensure the sustainable development of the esports community
Selection	Assessing player potential through tests, interviews, analysis of game statistics, and other methods.	
Training	Developing individual and group training programs aimed at developing game skills, tactical thinking, psychological resilience, and other important qualities.	
Mentoring	Providing young players with support and advice from experienced esports athletes and coaches.	
Participation in competitions	Organizing the participation of young players in amateur and professional tournaments to gain experience and test their skills	
Professional development	Providing players with opportunities for professional development, such as training, participation in workshops and seminars, and communication with other professionals in the field	

Source: formulated by the author based on [1—2; 5].

if these clubs are located in different countries. It encourages clubs to integrate into larger club systems or to unite within the esports community.

3. Establishment of international esports organizations that unite clubs from different countries. These organizations are engaged in the development of esports on a global level, standardization of rules, and holding international competitions. It encourages clubs to exchange experiences.

4. Joint training sessions and boot camps. Esports clubs from different countries often hold events where players can exchange experiences and improve their skills.

5. Development of online platforms. Esports clubs strive to develop collective online platforms. It allows esports athletes and clubs from different countries to interact, communicate, and share content.

6. Investments by international companies. Large international companies, such as Coca-Cola, Intel, Red Bull, and others, invest in esports by sponsoring teams and tournaments around the world. It contributes to the esports globalization and the unification of clubs to attract investors.

7. Creation of leagues. In some esports disciplines, such as League of Legends and Overwatch, franchise leagues have been created where teams from different countries compete for a permanent spot. It encourages clubs to deepen cooperation and exchange experiences.

These trends indicate that local esports clubs are uniting to achieve common goals and develop

the esports community (creating various types of associations — franchises, associations, federations and leagues, informal associations and alliances, holdings [3]).

The process of unification and transition to joint activities allows for the consolidation of resources, optimization of costs, and improvement of the quality of esports products (which begin to be produced jointly by esports clubs) [6].

To achieve success from the association and joint functioning it is necessary to establish an effective management system for joint functions, such as talent search and development, training process, organization of esports competitions, organization of general marketing and PR, legal and financial support organization.

The outlined process should form an effective management system for the joint functions of the esports club association, that is, form a complex of interconnected organizational, managerial, and communication processes.

The talent search and development function is interpreted by us as a set of measures aimed at identifying, selecting, and training young esports athletes with the potential to achieve high results in professional esports [5—6].

Considering the importance of this function, esports club associations should create academies and scouting networks to search for and develop young esports athletes through integrated actions such as (Table 1).

Table 2. Characteristic of the joint function in the training process

Joint action	Characteristics of joint action	Focus of actions
Working with a coach.	Each player receives a personalized training plan that takes into account their strengths and weaknesses, goals, and the specifics of their sports discipline.	Allow associations to ensure continuous improvement of players' skills in order to achieve joint high results in competitions and realize the potential of the association of esports clubs.
Group training sessions	Team training sessions to practice player interaction, tactical patterns, and strategies.	
Analysis of game statistics.	Studying your own and your opponents' game statistics helps to identify mistakes, improve tactics, and develop new strategies	
Theoretical preparation	Studying game theory, new patches, meta-game, and other aspects that affect the gameplay	
Physical and psychological preparation	Esports requires players not only high gaming skills, but also physical endurance and psychological resilience. Therefore, the training process includes physical exercises, working with a psychologist, and other measures aimed at supporting the health and psychological well-being of players.	
Participation in tournaments and sparring sessions	Participation in competitions and training matches with other teams allows players to test their strength, gain experience, and identify weaknesses	
Working with a coach	The coach plays a key role in the training process. They develop training plans, analyze game statistics, conduct theoretical sessions, motivate players, and help them develop.	

Source: formulated by the author based on [1; 3; 5].

The content of the outlined actions clearly shows that they are aimed at the search and development of talent, allowing esports club associations to form strong teams, achieve high results in competitions, and ensure the sustainable development of the esports community [5].

The training process function is interpreted by us as a set of measures aimed at the systematic improvement of individual and team skills of players.

Considering the importance of this function, esports club associations should implement joint training sessions and boot camps, allowing players from different clubs to exchange experiences and improve their skills under the guidance of experienced coaches [1-2].

It is appropriate through such integrated actions as (Table 2): development and coordination of the content of individual training plans; group training sessions; analysis of game statistics; theoretical preparation; physical and psychological preparation; participation in joint tournaments and sparring sessions; working with the most experienced coaches in the association [3; 5].

The content of the outlined actions indicates that they are aimed at the continuous improvement of players' skills to achieve joint high results

in competitions and realize the potential of the association of esports clubs.

We interpret the organization of esports competitions as a complex process that includes a series of interconnected stages and tasks aimed at creating an exciting and successful event for players, spectators, and sponsors [2; 6]. Given the importance of this function, associations of esports clubs should jointly organize esports events and leagues, which contributes to the development of esports infrastructure and increases interest in esports [3].

It is appropriate through such integrated actions as (Table 3) choosing an esports discipline, developing the format and rules of the tournament, searching for participants and sponsors, technical support, marketing and PR, broadcasting, and analyzing the results [1]. Given the importance of function, associations of esports clubs should collaborate to organize esports events and leagues, which contributes to the development of esports infrastructure and increases interest in esports.

The content of the outlined actions clearly shows that they are an effective tool for developing the esports community, attracting new players and viewers, as well as promoting sponsor brands.

We interpret the organization of general marketing and PR as interconnected, yet distinct,

communication tools aimed at promoting a brand, product, or service. Given the importance of function, associations of esports clubs should collaborate to organize marketing campaigns and PR activities, which allow member clubs to increase their audience and attract the attention of sponsors.

At the same time, joint marketing is aimed at selling a joint esports product or individual esports services, while joint PR creates a positive image and trust in the brand. Both tools are important for the successful development of the association of esports clubs and for achieving the goals of its participants [4].

We interpret the organization of legal and financial support as a set of measures to ensure legal protection and financial stability for the association members. Given the importance of this function, associations of esports clubs should provide legal and financial support to their members, which helps them focus on developing their esports activities.

So, legal support is appropriate due to such integrated actions as (Table 4): legal consultations; preparation and verification of con-

Table 3. Characteristics of the joint function in organizing esports competitions

Joint action	Characteristics of joint action	Focus of actions
Choosing an esports discipline	Joint definition of the esports discipline, taking into account its popularity, audience potential, and the availability of qualified players in the clubs	Allow associations to ensure the development of the esports community, attract new players and spectators, and promote the brands of joint sponsors
Developing the format and rules of the tournament	Joint creation of the competition format (online, offline, hybrid), determination of rules, system of matches, qualification stages, etc.	
Searching for participants and sponsors	Joint efforts to search for and attract esports teams and individual esports players, as well as sponsors and partners to finance and support the event.	
Technical support	Joint use and updating of technical equipment, ensuring stable operation of servers and software	
Marketing and PR	Joint development and implementation of marketing campaigns aimed at promoting the event and attracting an audience	
Broadcasting esports events	Joint creation of esports events and organization of their high-quality broadcasts, ensuring professional commentary and analysis of the game by a joint team of certified referees	
Analyzing the results	Joint analysis of the event results, identifying strengths and weaknesses of the organization, developing recommendations for improving future events.	

Source: formulated by the author based on [1; 4–6].

tracts; representation in courts and other bodies; protection of intellectual property. Financial support is appropriate due to such

Table 4. Characteristics of the joint function of organizing legal and financial support

Joint action	Characteristics of joint action	Focus of actions
Legal support for esports clubs within the association		
Legal consultations	Creation of a body that provides consultations on esports activities, such as player and sponsor contracts, intellectual property, legal compliance, etc.	Allows clubs to focus on the development of esports activities without being distracted by resolving legal and financial issues.
Preparation and verification of contracts	Development and verification of contracts with players, coaches, sponsors, and other partners to ensure the protection of the interests of clubs and players.	
Representation in courts and other bodies	Protection of the interests of clubs and players in courts and other bodies in case of disputes or conflicts	
Protection of intellectual property	Ensuring the protection of intellectual property rights for esports content, such as logos, team names, match broadcasts, etc.	
Financial support for esports clubs within the association		
Attracting investments	Assisting clubs in attracting investments from sponsors, partners, and other investors to fund esports activities	«....»
Financial management	Providing consultations on financial management, accounting, and taxation	
Distribution of prizes and revenues	Developing transparent and fair mechanisms for distributing prizes and revenues among clubs and players.	
Financial monitoring	Monitoring the financial activities of clubs to ensure their financial stability and prevent financial risks	

Source: formulated by the author based on [1; 3; 5–6].

integrated actions as (Table 4) attracting investments, financial management, distribution of prizes and revenues, and financial monitoring.

The content of these outlined actions clearly shows that they are aimed at developing esports activities without being distracted by resolving legal and financial issues.

This contributes to the professionalization of esports and creates favorable conditions for the industry's development.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

The study found that local esports clubs actively unite into various structures — franchises, associations, leagues, informal alliances, and holdings — to achieve common goals and develop the esports community. Based on the content of the statement outlined, the following conclusions can be drawn:

1. Club alliances promote resource consolidation, cost optimization, and enhancement of the quality of the esports product they collectively produce.

2. The success of the alliance depends on an effective management system of shared functions such as talent scouting and development, training processes, organization of competitions, marketing and PR, and legal and financial support.

3. Effective management of shared functions involves creating a comprehensive system that encompasses organizational, managerial, and communication processes.

Based on the obtained results, further research can focus on:

1. A detailed study of different types of alliances among esports clubs: analyzing their advantages and disadvantages, identifying factors influencing the choice of a specific form of alliance, and developing recommendations for optimal alliance selection.

2. Studying the effectiveness of various management models for shared functions: a comparative analysis of different approaches, identifying key success factors and risks, and developing recommendations for optimizing management.

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