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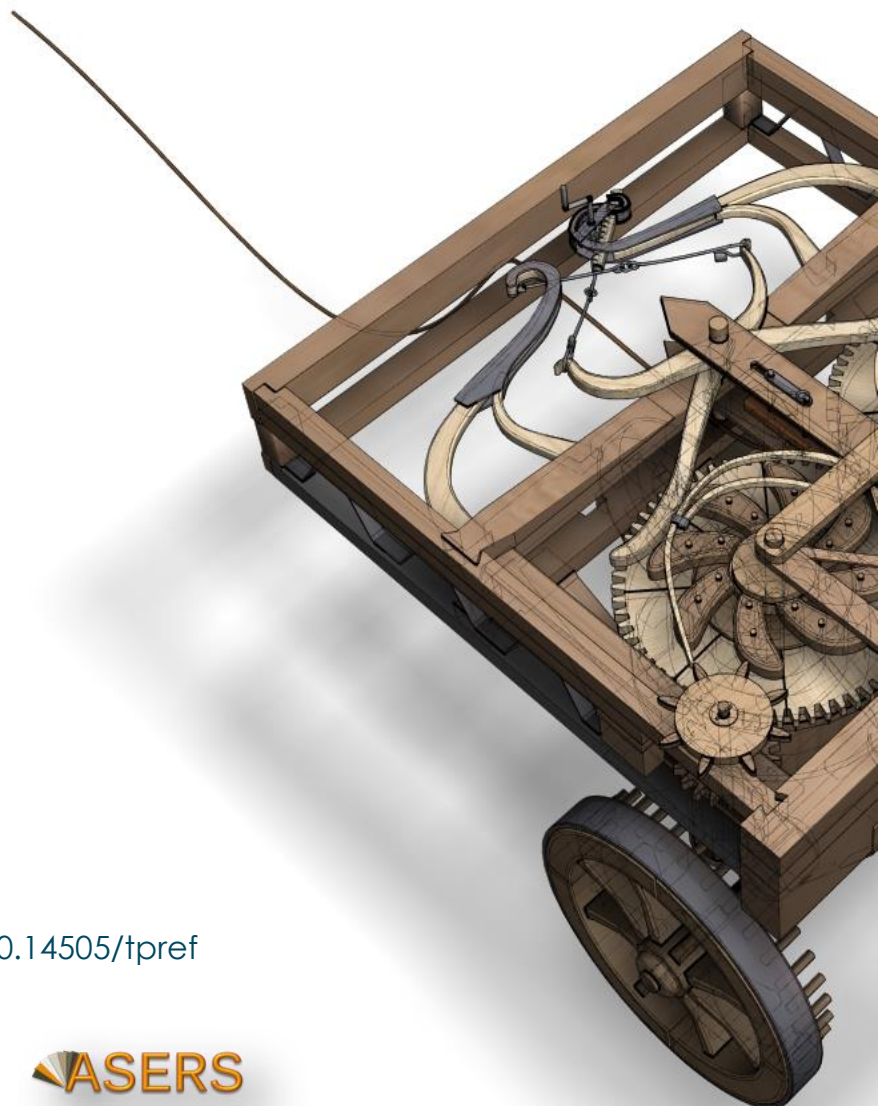
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Call for Papers Spring Issue Theoretical and Practical Research in Economic Fields

Many economists today are concerned by the proliferation of journals and the concomitant labyrinth of research to be conquered in order to reach the specific information they require. To combat this tendency, **Theoretical and Practical Research in Economic Fields** has been conceived and designed outside the realm of the traditional economics journal. It consists of concise communications that provide a means of rapid and efficient dissemination of new results, models, and methods in all fields of economic research.

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Creative Mechanisms of Managing Organizational Development in Uncertainty

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Abstract: The research was aimed at identifying innovative strategies and methods aimed at effective management of organizational development in conditions of invisibility. In the process of research were used analytical, statistical and comparative methods. In this article, the key aspects of such management of such an impact on the effectiveness of the functioning of organizations were examined. The results of the research showed that the flexibility of structures is a key aspect of management in conditions of uncertainty, as it allows organizations to react quickly to changes in the environment, adapt to new conditions and make decisions quickly. In addition, it is recognized that strategic risk management is important to ensure the stability of organizations, and innovation management is the key to successful management in conditions of uncertainty. The study examined the role of leadership in stimulating creativity and innovation in solving the problems of invisibility. The importance of the development of culture, which supports creativity and innovation, which is one of the key aspects of management of organizational development in the conditions of invisibility, was highlighted. The significance of cooperation and partnership in the renewal and development of the sports industry, especially in Ukraine, which is vulnerable to the impact of war and pandemic, was examined. The research shows that collaboration between economic sectors and government can accelerate the renewal and development of the sports industry. Consequently, a comprehensive approach to managing organizational development in uncertain conditions was presented, encompassing structural flexibility, strategic risk management, culture, innovation, and stakeholder cooperation.

Keywords: sports market; management; innovation strategies; EU countries; forecasting.

JEL Classification: M16; L21; M10; Z21.

Introduction

Today's geopolitical landscape is characterized by unpredictability and non-standard responses, which require from organizations not only adaptation, but also active implementation of efficient and innovative management mechanisms. Changes in the geopolitical context, economic turbulence and social imbalances act as a catalyst for the search for creative strategies to ensure stability and stimulate development. In this new world order, it is important not only to react to changes, but also to anticipate and actively manage the situation. Organizations are faced with the task of becoming architects of innovation and creativity in conditions of uncertainty, military conflicts, social, economic, demographic crises and transformation of the global economy.

The introduction of creative mechanisms of growth management is becoming a necessity, as stability is becoming rare, and change is turning into a permanent factor. Leaders of modern organizations are forced not only to react to turbulence, but also to actively formulate new strategies to effectively manage risks and take advantage of opportunities offered by the new world order (Saifnazarov 2024). The conditions of uncertainty, economic instability and geopolitical conflicts can cause stress and create difficulties for business (Buzhymyska *et al.* 2024). However, it is in these conditions that creativity can be a key factor that helps organizations to find new ways to success. It allows rethinking tasks, using innovative approaches, integrating innovations and adapting to changes. Creativity of management is a key tool that helps organizations not only to adapt to modern conditions, but also to grow (Kyrychok 2021). This implies that managers and employees should approach tasks from non-standard positions, find creative solutions, and constantly expand their range of skills. Moreover, the development of organizations in the conditions of modern business requires the active use of creative management mechanisms for the effective solution of complex problems and challenges. It is hunting for innovations in such areas as marketing, communication, technology, and interaction with customers. Creativity in management can contribute to the sustainable success of organizations and maintain a key position in the market environment (Shahini and Shtal 2023; Tkachuk *et al.* 2024).

The problem of invisibility in the management of organizational development is the subject of many queries, which stimulates active scientific research of this aspect in economic science. Analyses of the works of famous authors allow identifying key trends and problems related to this subject. Turchynova *et al.* (2019), Bhaduri (2019) focus on the role of leadership in the management of organizational development. They examine the impact of leadership qualities of managers on the effectiveness of organizational growth strategies and the ways in which leadership can favour adaptation to change and the achievement of sustainable growth. The research of such authors as Prygara and Yarosh-Dmytrenko (2023), Sharma *et al.* (2020) focus on the study of strategies for adaptation to invisibility in the business environment. They analyse the methods and approaches that allow organizations to respond effectively to invisibility and ensure resilience in a changed environment. Vyshnevskaya *et al.* (2022), in turn, examine the impact of geopolitical factors on the processes of management of organizational development. It investigated how political and economic developments at the international level affect the strategies of development of organizations, and how organizations can adapt to these influences.

Such researchers as Azeem *et al.* (2021) and Gretzel (2021) focus on the study of innovative approaches to the management of organizational development in conditions of invisibility. They investigate innovative methods and strategies that allow organizations to respond effectively to changes and stimulate innovation development. Klofsten *et al.* (2019) analyse the impact of economic turbulence on management strategies for organizational development. They investigate how economic fluctuations and crises affect the strategic management of organizations and how management can adapt their approaches to these conditions. The study by Bapuji *et al.* (2020) is aimed at studying the relationship between social imbalances and management strategies for organizational development. It is analysed how social and cultural factors affect the strategies of development of organizations and how organizations can consider these factors in their management. Bustanza *et al.* (2016) also investigate the use of management technologies in the context of addressing invisibility in organizational development. They analyse how modern technologies and information systems can support strategic management of organizational development.

In general, the authors investigate various aspects of this topic. This review allows establishing the diversity of approaches and shows the importance of looking at the problem of invisibility in the context of management of organizational development. However, there is a lack of research on such issues as the role of communication in the management of organizational development, as well as the identification of different strategies for adapting to invisibility in the business environment. In addition, it is worth paying attention to the possibility of developing new methods and tools for managing organizational development in conditions of invisibility. The study of these aspects can contribute to a deeper understanding of the difficulties faced by

modern organizations, and the development of more effective management strategies to achieve success in conditions of change and instability.

The main objective of this research is to study the various aspects of management of organizational development in conditions of invisibility and to identify their impact on the success of organizational development processes. The task of the research is to study the different strategies of adaptation to invisibility in the business environment and their impact on the stability of organizational development. Another task is to study the impact of factors on the processes of management of organizational development and to identify possible ways of adaptation of organizations to geopolitical changes.

1. Literature Review

In the current business landscape, innovation management is essential for the effective operation of organizations, particularly in situations characterized by uncertainty and invisibility. Sjödin *et al.* (2020) emphasize the need to develop an innovation culture and implement innovative practices that allow companies to be competitive in the market. The use of methodologies such as Agile and design thinking allows organizations to quickly adapt to market changes and respond to customer needs. For example, Agile methodology allows software developers to quickly introduce new features and solve problems during the development process, which improves product efficiency and quality.

In addition, a culture focused on fostering creativity and innovation is an important aspect of managing organizational development in the face of uncertainty. Lam *et al.* (2021) point to strategic approaches that foster creative thinking and innovation among employees. Organizations that value creativity and innovation are willing to accept failures as opportunities for improvement and learning. A prime example is Pixar Animation Studios, which is known for its innovative culture that supports creative development and the production of successful animated films. Pixar practices fearless experimentation and the search for new ideas, creating conditions for the freedom of creativity of its employees, even if it involves risky decisions.

Leadership also plays a critical role in fostering creativity and innovation in addressing invisibility (Makedon *et al.* 2022). Lee *et al.* (2020) argue that an effective leader must have the ability to motivate and encourage the team to seek and implement new ideas and strategies. It is important to create an open atmosphere where every team member can freely express their thoughts and ideas (Tiurina *et al.* 2023). By actively working to find and develop new ideas, a leader helps the team see invisibility as an opportunity for development and improvement. Particular attention should be paid to the study of organizational development management mechanisms that focus on creativity and innovation in the sports industry. Gammelsæter (2020) emphasizes that the sports industry is complex and dynamic, constantly changing under the influence of various factors such as changes in living standards, technological innovations, competition, and geopolitical changes. Thus, for the successful functioning of organizations in this industry, it is necessary to adapt management practices to modern challenges using innovative approaches.

Szatkowski (2022) notes that this market segment is constantly evolving, expanding, and facing increased competition. The purpose of the study was to identify trends and challenges that affect the growth of this market, which indicates the growing consumer interest in sports services. This interest requires companies to adapt their offerings and improve the quality of service to meet new customer needs. European Union countries (EUCs) are known for major sporting events such as the World and European Championships, the Olympic Games, and the Tour de France. Andreff (2019) emphasizes that these events have a significant economic and socio-cultural impact on the development of the sports industry in the region. The aim of his study was to determine the role of major sporting events in stimulating infrastructure development and attracting investment, which contributes to the overall growth of the popularity of sport in the EU.

Abdel-Basset *et al.* (2020) argued that the sports media sector, which includes television broadcasts, online platforms, sports newspapers and journalists, also plays an important role. It provides broad access to sports information and entertainment and is a significant source of revenue for many sports organizations and clubs. The authors noted that the availability of information about sports through various media channels increases interest in sports events, providing more opportunities for interaction with the audience. In such conditions, pricing and promotion of goods become dynamic and adapt to the needs of consumers, taking into account their profile, previous purchases, preferences and values. Han (2019) indicates that the purpose of his study was to analyze the implementation of dynamic pricing as a way to optimize profitability by offering different pricing strategies and product features. He emphasizes the importance of using digital marketing technologies, such as Capability Maturity Model technology, search engine optimization (SEO) strategies, and email marketing,

which help companies interact with the public and consumers, contributing to the formation of effective business models, increased consumption, and improved competitiveness.

In general, to ensure the competitiveness of organizations in this dynamic and complex environment, it is important to integrate innovative management approaches, use modern technologies and adapt to changes in consumer behavior and market conditions. These actions can form the basis for sustainable development and successful operations in the sports sector and other industries. Managing innovation and developing a creative culture are key factors that determine the success of organizations in today's business environment, especially in the face of uncertainty and constant change.

2. Materials and Methods

In this research, materials and methods were used to study the management of the development of organizations in the conditions of invisibility, particularly in the context of the sports industry. The work used the analytical method for the study of the essence of management of the development of organizations in the conditions of invisibility. Analyses of scientific sources were made, which allowed getting an understanding of the main aspects of the principles of management in the conditions of invisibility. In addition, the statistical method was used to collect data on the current state of management in the sports industry, as well as current trends and triggers, which are faced by organizations in this sector.

In order to analyse the impact of the culture of organizations on the management of their development in conditions of invisibility, a complex approach was used, including monitoring within different sports organizations such as Federation Internationale de Football Association (FIFA), Ukrainian Football Association (UFA), International Olympic Committee (IOC). This approach allowed investigating not only the officially declared values and principles of the organizations' culture, but also their actual practice and internal atmosphere. To carry out research on the impact of cooperation and partnership on the renewal and development of the sports industry in the conditions of invisibility, an analysis of real cases of cooperation between different sectors of the economy, government bodies and sports organizations was used. This approach envisaged a detailed study of specific applications of partnerships, including their mechanisms, results, and impact on the development of the sports industry.

To analyse the economic and social indicators of the sports industry, various data sources were used, including statistical data and scientific research. Particular attention was paid to the analysis of the volume of trade in sporting goods and services in the European Union (EUC). This data is an important source of information, which allowed assessing the dynamics of sports industry development and identifying key trends in this sector. These data were collected and systematized for different EU countries such as Germany, France, Italy, Spain, Netherlands, Belgium, Poland, Sweden, Norway, and Greece. The information was taken for different years, from 2017 to 2022, which allowed making a comparative analysis and determining trends in the development of the sports industry in different markets. This data included information on the amount of investment in construction and reconstruction of sports facilities, procurement of sports equipment, financing of sports events and programmes. The data were also taken for different years, from 2017 to 2023, which allowed identifying trends in the development of the sports industry in Ukraine.

Summarization and analysis of the collected data allowed making conclusions about the effectiveness of different strategies for managing the development of organizations in the conditions of invisibility, as well as identifying the key factors of success in the sports industry.

3. Research Results

Management of organizational development in conditions of invisibility necessitates strategic thinking and effective mechanisms. Flexibility in organizational structures is crucial, enabling quick adaptation to environmental changes and rapid decision-making (Hillmann and Guenther 2021). For instance, an electronics company facing new customs tariffs due to geopolitical shifts must swiftly assess the impacts and make strategic decisions. Strategic risk management is vital for organizational stability, involving threat identification and risk mitigation strategies, such as developing contingency plans for negative events or crises. Research on management mechanisms focusing on creativity and innovation is particularly relevant in the sports industry, which is dynamic and influenced by various factors, including technological advancements and geopolitical developments (Gammelsæter 2020).

Forecasts indicate that the U.S. sports market could grow to USD 2.65 billion by 2024-2025, with revenues projected to reach USD 4.18 billion by 2027, reflecting a 9.66% growth rate. The sports sector presents significant opportunities for investors, with anticipated revenues from sports supplements at USD 1.58 billion and advertising

revenues at USD 0.89 billion (Sports – Worldwide, 2024). Analyzing the sports industry reveals how organizational culture impacts adaptation and innovation. Successful organizations, such as FIFA, are pioneers in strategic management and innovation. FIFA promotes a culture of innovation through initiatives like video assistant referees and women's football development, demonstrating its commitment to modernization and creativity, which is essential for overcoming invisibility in the sports sector.

The Ukrainian Football Association (UAF) plays a crucial role in developing football in Ukraine by organizing professional leagues and tournaments, fostering competition, and promoting football culture. UAF invests in children's and youth football schools, identifying young talents, and collaborates with international organizations like FIFA and UEFA to implement best practices. Similarly, the International Olympic Committee (IOC) continually introduces initiatives to enhance the Olympic Games and promote inclusivity in sports, utilizing new technologies for broadcasting and event organization. These efforts help maintain the IOC's relevance and increase public interest in sports, which is recognized for its health benefits and role in community unity. The growing popularity of sports creates business opportunities, with emerging market segments such as fitness and recreation attracting investment (Kucera and Fila 2021). Digitalization and innovative technologies enhance accessibility to sports events, offering new marketing avenues for sports brands (Smutchak *et al.* 2023; Makedon *et al.* 2020). In EU countries, the sports industry is a significant and rapidly growing economic sector characterized by professionalism and innovative strategies. Key trends include the increasing influence of digital technologies, specialized mobile apps for fans, video streaming, and data analytics to improve marketing strategies. Additionally, organizations are focusing on sustainability by reducing carbon emissions and adopting environmentally friendly practices.

The authors, while studying the sports industry market, determined that it includes several key sectors that interact with each other, forming a complex network of interconnections. The study analyzed the sporting goods sector, where leading international brands such as Adidas, Nike, and Puma compete with local manufacturers and distributors in the sale of sportswear, equipment, and accessories. The researchers presented data on trade in sporting goods within and outside the EU in Table 1. In the context of the growing popularity of fitness and active lifestyles, the authors substantiated that the demand for sporting goods is constantly growing, which stimulates competition and innovation in this sector. The next important sector is sports services, which include fitness centers, sports clubs, coaching services, and the organization of sports events. The study found that this market segment is becoming increasingly important in the context of promoting physical activity and a healthy lifestyle. The authors emphasized the constant development and expansion of these services, as well as the growing competition in the market. The third sector is sports and entertainment. The study found that EU countries are known for major sporting events such as the World and European Championships, the Olympic Games, and the Tour de France. The authors noted that these events attract considerable attention and have a significant economic and socio-cultural impact, which contributes to the development of the sports industry in the region. The last important sector is sports media, which includes television broadcasts, online platforms, sports newspapers and journalists. The study argues that these media provide wide access to sports information and entertainment for viewers and are an important source of income for many sports organizations and clubs. Thus, the authors point out the importance of integrating all these sectors to understand the complex market structure of the sports industry.

Table 1. Trade in sporting goods within and outside the EU from 2017 to 2022, million euros

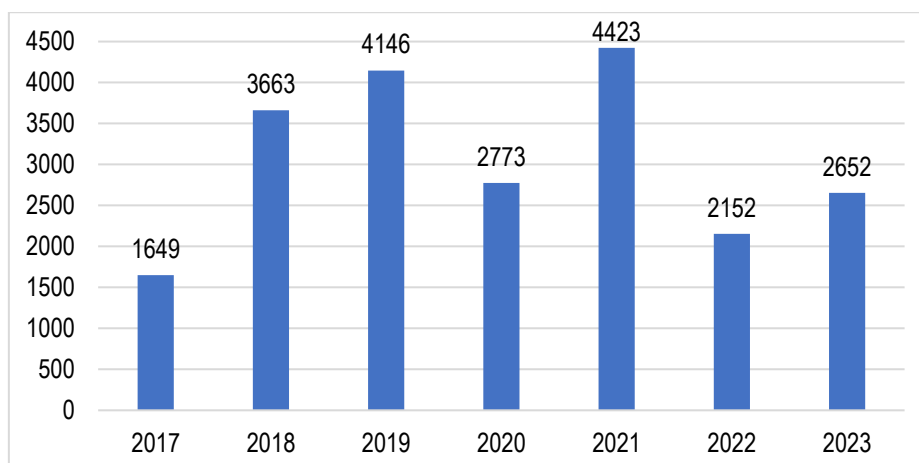
State	2017	2018	2019	2020	2021	2022
Germany	3534	3743	3837	3652	4040	4436
France	2186	2372	2431	2348	2813	3135
Italy	2389	2537	2658	2444	3076	3466
Spain	856	938	953	974	1304	1636
The Netherlands	2353	2491	2708	2968	3410	3453
Belgium	3551	3455	3566	3493	3296	3844
Poland	1092	1292	1484	1446	1765	2009
Sweden	329	324	409	459	542	574
Norway	25	26	31	33	28	35
Greece	70	85	101	82	112	169

Source: compiled by the authors.

A general upward trend in the volume of trade in sporting goods was found in all countries during the analyzed period. Germany is the leader in this area, increasing trade from 3.5 billion euros in 2017 to 4.4 billion euros in 2022. This indicates the stable development of the sports industry in the country. France and Italy show a significant increase in trade in sporting goods during the same period, which may indicate the popularity of sports brands and high demand for sporting goods in these countries. Spain, the Netherlands and Belgium also show steady growth in the production and trade of sporting goods, indicating the active development of the sports industry in these regions. This growth is leading to the expansion of markets for sports goods and services, reflecting increased consumer interest in healthy lifestyles, the development of sports culture and the growth of economic activity in the field of sports.

In Ukraine, there are also certain trends in the development of the sports industry, although its potential has not yet been fully realized. The authors found that national sports organizations and clubs are focusing on improving infrastructure, developing youth programs, and promoting sports events. However, there are numerous obstacles in Ukraine, including financial constraints, lack of effective governance, and insufficient progress in the activities of sports organizations. The study emphasized that the war that began in 2022 led to a significant decline in investment in sports infrastructure and the development of sports events (Figure 1). The suspension of sports facilities and restrictions on participation in sports events are forcing the sector to adapt to new conditions and find ways to overcome these difficulties. The war has also had a negative impact on sports brands, events and the tourism sector in Ukraine (Trusova *et al.* 2020b). The unstable situation is forcing organizations in this sector to review their strategies and look for new markets to compensate for losses in the domestic market. In addition, the war in Ukraine poses significant challenges for sports tourism, forcing organizations to rethink their strategies for attracting sports tourists. In the context of the war, the sports industry is going through a difficult period, and the challenges it faces can be an incentive to develop new and effective strategies aimed at solving difficulties and recovering from the crisis (Trusova *et al.* 2020a).

Figure 1. Capital investments in the sports industry of Ukraine from 2017 to 2023, million UAH



Source: compiled by the authors.

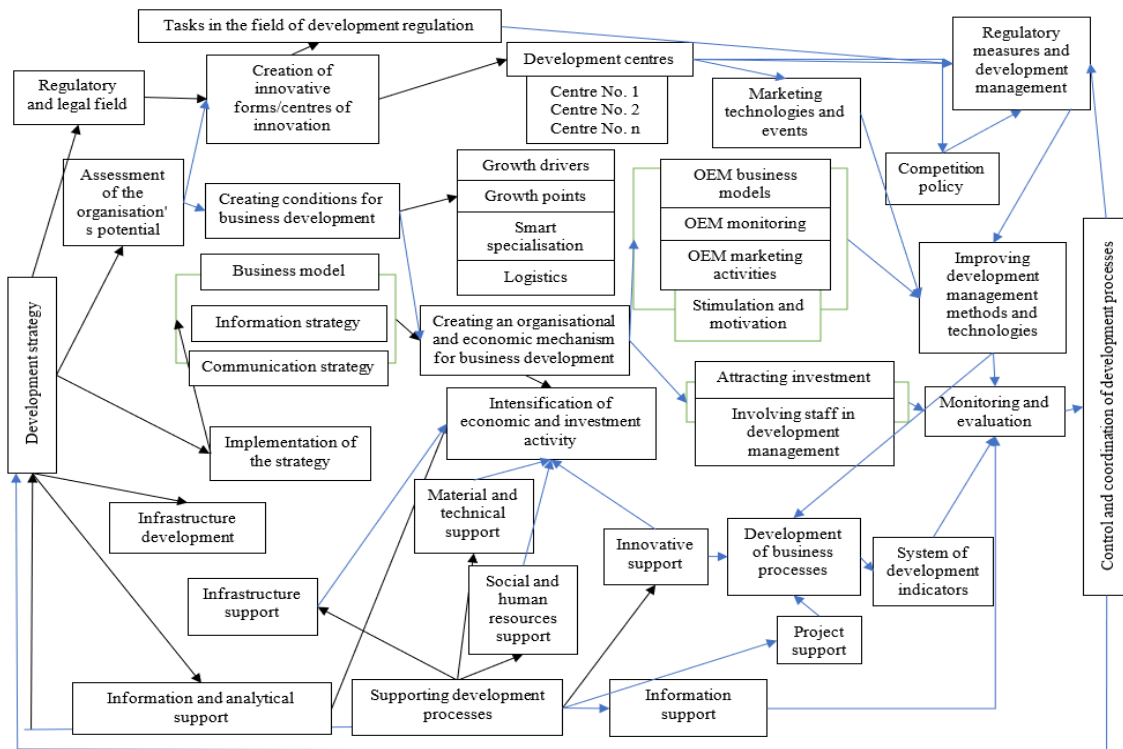
Starting from 2017, there was a steady increase in capital investments, which indicated a certain stability and interest in the development of the sports sector in the country. However, in 2020, due to the COVID-19 pandemic, there is a significant drop in investment, which reflects the impact of the crisis situation on the economy and financing of sports projects. In 2021 there is a sharp increase in investment, but in 2022, with the outbreak of war, there is a sharp decline in investment, which is associated with a decrease in economic activity, instability in the financial markets and over-subsidisation of budget funds for defence and security of the country. In 2023, although there is a slight increase in investment compared to 2022, the level of investment is still lower than before the war, which may reflect the difficult economic situation in the country and the instability of the business environment. After the war in Ukraine, the sports industry may experience significant changes that will affect its current state and future prospects. Under the influence of these events, various directions of sports business development in Ukraine have emerged. One of the key directions of development is the orientation on renewal and reforming of the industry. A large part of the sports facilities and infrastructure was damaged during the war, so it is important to reconstruct and renovate the existing facilities. In addition, the pandemic forced organizations to rethink their strategies and adapt to the new conditions, which can favour the implementation of innovations and improve efficiency.

Digital technologies and innovations play an important role in the further development of the sports industry in Ukraine. The analysis found that the sector is already actively using various digital solutions, such as online broadcasts, virtual training, and marketing tools. The recovery of the industry can be an additional incentive for the introduction of new technologies and the development of innovative products. The authors emphasize that after the war, consumers may change their views and approaches to sports activities and services. The growing popularity of healthy lifestyles and increased interest in exercise may become factors that stimulate demand for sports goods and services (Barseghyan *et al.* 2023). The study notes that sports industry organizations should be prepared for changes in consumer sentiment and offer new, innovative solutions. Collaboration and partnerships can be important factors in the renewal of the sports industry in Ukraine. Joint initiatives and projects with other sectors of the economy, government agencies and organizations can contribute to the rapid recovery and development of the industry. Cooperation with government agencies can provide the necessary support and financial resources to upgrade the sports infrastructure (Novykova *et al.* 2023; Bidolakh *et al.* 2023).

Financing of sports facilities renovation projects, stimulating investment in sports activities and programs, and participation in grant programs can significantly contribute to the recovery of the sports industry (Trusova *et al.* 2021). The study also points to the importance of cooperation with organizations to implement social programs and projects that promote sports among the population. Organizing sports events for children and youth, creating special programs for people with disabilities, and developing sports initiatives in socioeconomically challenged areas can help attract more people to sports and an active lifestyle. When considering the main aspects of the economic development of the Ukrainian sports industry, it is important to consider not only the general trends in the country's economy, but also the unique features of the sports sector. The process of regulating the development of the sports industry needs to be further clarified and adapted to the specifics of this economic segment.

Creating creative tension for the formation of organizational and economic mechanisms that ensure progress in the sports industry is a key task (Figure 2). Researchers believe that it is necessary to take into account not only traditional management methods, but also to actively implement innovative approaches and strategies. For example, taking into account the development of digital technologies, attracting investment in sports innovations, and creating new forms of cooperation between business, government, and sports organizations. Such an approach will allow for an effective response to the challenges and opportunities that arise in the sports sector and ensure the sustainable development of this important sector of the economy.

Figure 2. Creative map of regulating the development process

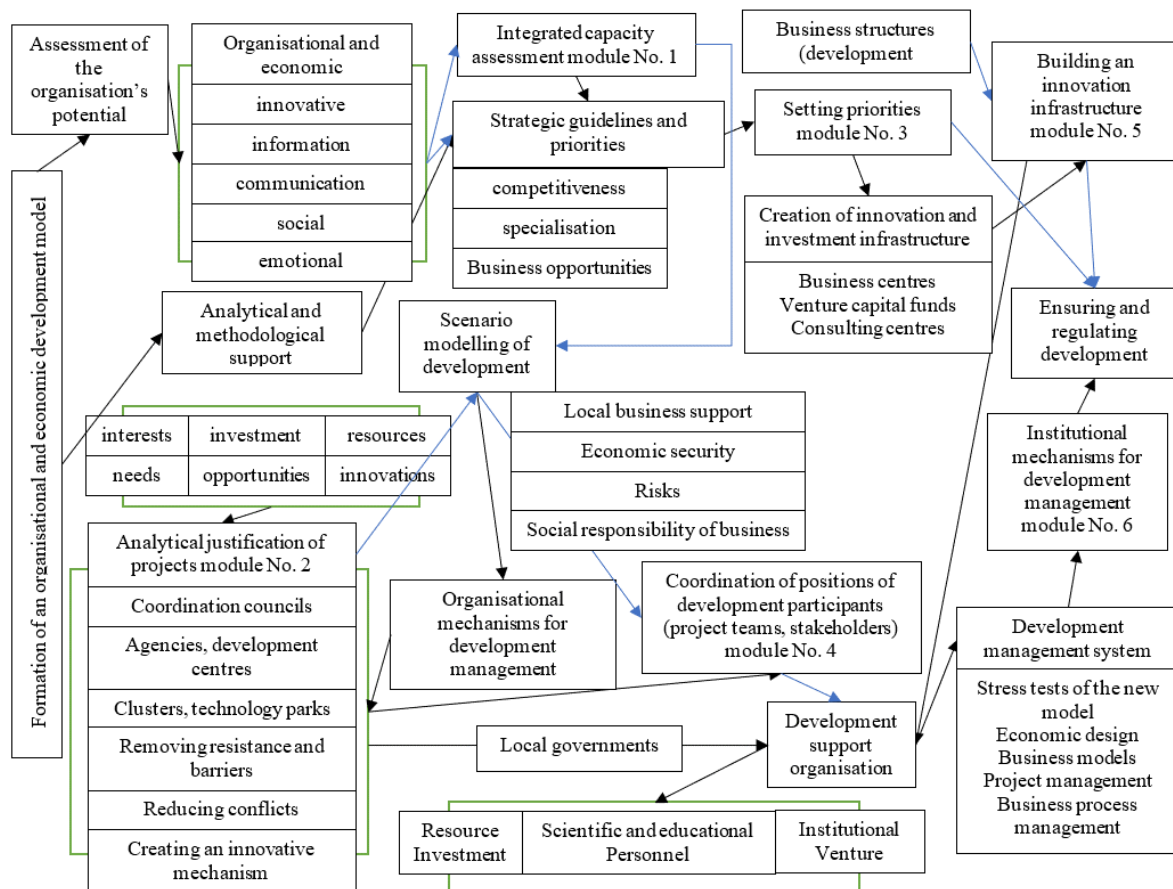


Source: compiled by the authors.

The proposed creative map for regulating the development of sports organizations includes key aspects of strategic development, such as assessing the organization's potential, developing a business model, and radically improving infrastructure in all areas. The main goal of development management is to create appropriate organizational and economic mechanisms and new links between research and production to promote innovation. The growth of digital technologies necessitates the abandonment of traditional marketing strategies in favor of new approaches that take into account the unique selling proposition, product quality, and consumer involvement in the production process. Dynamic pricing allows to optimize profitability through different price offers. The use of digital marketing technologies, such as the maturity model, SEO, and email marketing, helps to improve interaction with the public and consumers, which increases consumption and competitiveness. Development management also focuses on reforms to improve the structure and efficiency of operations, support strategic directions, and use business process management methods to optimize internal operations. The main sources of stimulating development are domestic investments and intensification of economic activity through the involvement of stakeholders (Butenko *et al.* 2023). Based on these principles, strategic decisions are made to provide comprehensive organizational and economic support, implement competition policy and monitor the development process.

As the environment of the organization becomes unrecognizable and requires effective decisions, it is important to analyse and evaluate a large flow of information, which can serve as a guide for further actions. This process requires a distinction between a strategic decision, which corresponds to a favourable environment for the organization, and strategy – a set of rules for which decisions are taken in conditions of uncertainty. It is important to understand that no decision can be made with a full understanding of the situation, which indicates the need to use a model of strategic behaviour (Abdel-Basset *et al.* 2020; Furmanchuk 2023). The prescribed creative map of development regulation is the basis for the formation of values and intentions and defines the process of development management, setting the direction of the course and the ultimate goals. It is necessary to introduce in organizations a modern, non-traditional organizing and economic mechanism to regulate the development. Figure 3 presents a creative model of such development.

Figure 3. Creative model of formation of organizational and economic mechanism of development



Source: compiled by the authors.

The proposed creative model of organizational and economic mechanism includes a conceptual framework, an assessment of the potential of the organization, and analytical and methodological support. The strategic priorities are accepted as objectives, among which are: specialization, competitiveness, business opportunities, and business opportunities. The task of designing the organizational and economic mechanism is the creation of new organizational structures (business centres, business incubators) and the development of investment infrastructure. The “blocks” of institutional and financial support are given significant attention in the creation of organizing and economic mechanism. In conjunction with the organisational-functional components of the creative model, they define the tasks of managing the development of the organization (modules No. 1-6): assessment of potential, assessment of prospects, selection of priorities, harmonization of positions and interests of participants of the development process, implementation of modern tools for development regulation.

At a time when economic progress requires constant innovation, it is important to develop an effective strategy for organizations. This means that they have to adapt to changes in their environment and respond quickly to new opportunities and responses. For this purpose, there can be used various forms of cooperation and association, which allow organizations to get significant advantages. For example, clusters, technoparks and other institutional associations ensure the possibility of knowledge and resources exchange, joint research and development of new technologies (Leonov 2020b; 2021). This favours not only the growth of productivity and competitiveness, but also the expansion of the network of contacts and opportunities for cooperation. In addition, such associations create favourable conditions for attracting investment and ensure joint protection from external threats. An important component of success in this process is the interaction between different stakeholders, such as business, government, academic community and community organizations.

Digital technologies and innovations play an important role in the further development of the sports industry in Ukraine. The analysis found that the sector is already actively using various digital solutions, such as online broadcasts, virtual training, and marketing tools. The recovery of the industry can be an additional incentive for the introduction of new technologies and the development of innovative products. The authors emphasize that after the war, consumers may change their views and approaches to sports activities and services. The growing popularity of healthy lifestyles and increased interest in exercise may become factors that stimulate demand for sports goods and services. The study notes that sports industry organizations should be prepared for changes in consumer sentiment and offer new, innovative solutions. Collaboration and partnerships can be important factors in the renewal of the sports industry in Ukraine. Joint initiatives and projects with other sectors of the economy, government agencies and organizations can contribute to the rapid recovery and development of the industry. Cooperation with government agencies can provide the necessary support and financial resources to upgrade the sports infrastructure.

4. Discussions

Management of organizational development in the conditions of invisibility requires a respectful analysis, strategic thinking and effective use of different management mechanisms. Flexibility of the organizational structure is a key aspect of management in conditions of invisibility. Bended structure allows the organization to react quickly to changes in the environment, adapt to new conditions and quickly make decisions. Ameta *et al.* (2021) focus their attention on bendable management and Scrum methodology. They are convinced that these approaches allow organizations to effectively adapt to the unrecognisability through regular iterative cycles and maximum flexibility in decision-making. In the current research, also the importance of flexibility of management in the conditions of invisibility is covered, but it is recognized that to achieve success it is necessary to look at a wider range of tools and methods. Such an approach allows ensuring a more comprehensive approach to management, as well as taking into account the individual peculiarities of the organization and its needs.

This study found that strategic planning and risk management are critical for organizations operating in an environment of invisibility. Saeidi *et al.* (2019) emphasize the importance of these aspects, noting that effective planning can reduce the negative effects of invisibility. This is especially true in today's rapidly changing environment where organizations face unpredictable challenges. Our work confirms these claims by emphasizing the need for continuous monitoring and analysis that allow companies to respond quickly to changes in the external environment and adapt their strategies to new conditions. Leonov (2020a) also supports this view, emphasizing that a culture that fosters creativity and innovation is a key factor in managing organizational development in the face of invisibility. The author notes that organizations that create conditions for the expression of ideas and experimentation create an environment where failures are perceived as opportunities for learning and improvement. This aspect is critical for the successful implementation of innovations, as it stimulates the creativity of employees and promotes their involvement in decision-making processes.

The study by Wamba-Taguimdje *et al.* (2020) and Benbya *et al.* (2020) further extends our understanding of this issue by emphasizing the importance of modern technologies such as artificial intelligence and data analytics for optimizing management processes. They argue that these technologies can significantly facilitate decision-making and increase the efficiency of management under conditions of uncertainty. This is in line with our findings that digital transformation is an important element of modern management, but only when it is combined with a focus on human factors and organizational culture. It is interesting to note that while technology plays a significant role in modernizing management processes, its effectiveness depends to a large extent on the cultural environment of the organization. In particular, organizations that promote open communication and the exchange of ideas are more likely to benefit from the latest technological solutions. This underscores the importance of integrating innovative management approaches where technology is not used as an end in itself, but as a means to achieve strategic goals aimed at increasing competitiveness and adaptability.

The importance of interaction between employees, their emotional state and intrinsic motivation for successful management in conditions of invisibility is emphasized. Shao (2019), Adeinat and Abdulfatah (2019), in turn, draw attention to the role of corporate culture of managing invisibility. Support of a creative environment, where employees express their ideas and experiment, favours the active implementation of innovations and quick adaptation to changes in the external environment (Innola *et al.* 2022). This aspect is also reflected in the current research, where the importance of the creation and support of culture, which favours creativity and innovation, is confirmed. It also considers corporate culture as a key factor that affects the ability of the organization to adapt to the unrecognisability and achieve success in a changing market environment.

This study focuses on the role of leadership in fostering creativity and innovation to address invisibility. As noted by Mehmood *et al.* (2021), effective leaders are able to motivate and encourage their teams to seek out new ideas and strategies. This is consistent with our findings, which emphasize that an open workspace where every team member feels free to express their thoughts is critical to fostering creativity. The study also indicates that leaders should actively seek out and develop new ideas by supporting gifted employees and creating mechanisms to collect and evaluate ideas. This is an important aspect because it fosters a culture that promotes innovation, where ideas can come from any level of the organization. This approach is supported by Mehmood *et al.* who emphasize the importance of leadership in creating an environment conducive to innovation. As the study points out, successful management in the face of invisibility cannot focus on leadership alone; it is also important to consider internal factors of the organization, such as structure and culture. As our research shows, an adaptive organizational structure that allows for flexibility is a prerequisite for successfully responding to change. This is supported by research that shows that an organization's culture determines the tone and direction of the team's work, its readiness for change and innovation. Thus, the results of Mehmood *et al.* (2021) are consistent with our findings, emphasizing that leadership, organizational structure, and culture are closely related and interact with each other. Leaders should not only inspire their employees, but also provide conditions for the flexibility and adaptability of the organization as a whole (Zhumasheva *et al.* 2021; Yatsiv *et al.* 2024). This will allow organizations not only to survive in the face of uncertainty, but also to thrive, as readiness for change is key to overcoming the challenges they face.

The study of management mechanisms of organizational development, aimed at creativity and innovation, is of particular importance, especially in the sports industry. The sports industry is a complex and dynamic industry, which is constantly changing under the influence of various factors, such as changes in the marketable income, technological innovation, competition, and even geopolitical developments (Chorny and Chorna 2017). With the help of the example of the sports industry, it is worth analysing how the culture of an organization affects its ability to adapt in conditions of invisibility. Successful sports organizations are often pioneers in the sphere of strategic management and implementation of innovative ideas (Abramov 2023). Sadeqi-Arani and Alidoust Ghahfarokhi (2022) investigated the management of invisibility in the sports industry and focus on the importance of strategic planning and response to change in this sector. The authors believe that the sports industry is dynamic and is subject to the influence of various factors, such as changes in the sales flow, technological innovations and geopolitical developments. On the other side, Meier *et al.* (2019) analysed the role of technological innovations in the management of sports organizations under conditions of invisibility. They believe that the use of new technologies, such as data analysis and piece intellect, can significantly facilitate management processes and decision-making in the sports industry. In comparison with these results, the flow study also considers the importance of flexibility and strategic thinking in the management of invisibility. The results of the flow study are supplemented and confirmed by the results of the authors, as well as expanded their scope, taking into account a wide range of aspects of the management of invisibility in the sports industry.

In EU countries, the sports industry plays an important role in social and economic life, with great potential for development. The current state of this sector is characterized by diversity and dynamic changes in its various segments. One of the key trends is the growing popularity of sports among the European population. Sport is perceived not only as a means of maintaining health, but also as an important component of social life that promotes social cohesion and stimulates the development of local sports infrastructure. The study by Hammerschmidt *et al.* (2021) examined the role of the sports industry in the social and economic life of EU countries, as well as its potential for further development. The results showed that sport is an important factor in social cohesion and stimulates the development of local sports facilities. In addition, the study revealed an increase in the popularity of sports among the European population and an increase in business opportunities in the sports industry. Compared to the results of the current study, which also analyzes the management of invisibility in the sports industry, our research is more focused on strategic management and the application of innovative management techniques to adapt to changes in this sector. In comparison, the results of our study confirm that the sports industry in Europe has great potential for development, but in order to realize this potential, it is necessary to implement innovative management solutions and strategic initiatives that allow organizations to effectively adapt to changes in the social and economic context.

In general, the authors propose various strategies such as lean management, strategic planning, use of technology, creation of corporate culture and effective leadership. They confirm the importance of flexibility, innovation, and reaction to changes in the environment for successful management in conditions of invisibility. The results of the current research supplement these approaches, considering them in the context of the sports industry and taking into account the internal factors of the organization, such as culture and structure.

Conclusions

The research in the field of management of organizational development under conditions of uncertainty has made a significant theoretical contribution, expanding our knowledge of the specific mechanisms that help organizations to adapt to the changing environment. One of the main results of the research is the discovery of the fact that flexible organizational structures are a key factor of successful management in conditions of invisibility. This means that organizations that can quickly revise their structure and adapt it to changes in the environment have a better chance of success.

The empirical findings of the article emphasize that innovation management is a key factor in successful management in the face of invisibility. The authors determined that the development of an innovative culture and the introduction of innovative practices allow organizations to remain flexible and competitive in the market. The study substantiates that the monitoring and analysis system is critical, as it allows to quickly identify changes and assess their impact on the organization's activities. Studies in the sports industry and EU countries show that the success of organizations in this sector largely depends on their culture, readiness to innovate and create new opportunities. The authors point out that cultural values, approaches to work and attitudes to change determine an organization's ability to adapt to constant changes in the environment and maintain a competitive advantage. In the context of the Ukrainian sports industry, despite the challenges it faces, there is significant potential for development and recovery from crises. Important areas of development are identified as the introduction of innovations, the use of digital technologies and cooperation between different sectors of the economy. The authors argue that the introduction of new ideas and technologies will allow Ukrainian sports organizations to compete more effectively in the international market and adapt to changes in consumer demand.

Practical recommendations, which emerge from this research, have a concrete application in real conditions. For example, managers of sports organizations can use these recommendations to create incentives for the development of creativity among staff and the introduction of smart management strategies, which allows organizations to respond effectively to changes in the environment and make decisions quickly. Managers of sports organizations can implement flexible management strategies, which will allow them to respond effectively to changes in the environment and make decisions quickly. Management consequences of the results obtained can be significant for organizations. They can stimulate changes in policy, strategy, and structure of organizations, which will allow increasing their competitiveness and adaptability to changes in the environment. The findings of the research have the potential to be used to improve management in various spheres of activity, which will favour their sustainable development and success in conditions of invisibility.

Credit Authorship Contribution Statement

Yaroslav Leonov: Conceptualization, Investigation, Methodology.

Oleksandr Zheltoborodov: Project administration, Software, Formal analysis.

Oleh Olkhovyi: Writing – review and editing, Visualization, Funding acquisition.

Ihor Prykhodko: Writing – original draft, Supervision, Data curation.

Ihor Pober: Validation, Investigation, Software.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Declaration of Use of Generative AI and AI-Assisted Technologies

The authors declare that they have not used generative AI and AI-assisted technologies during the preparation of this work.

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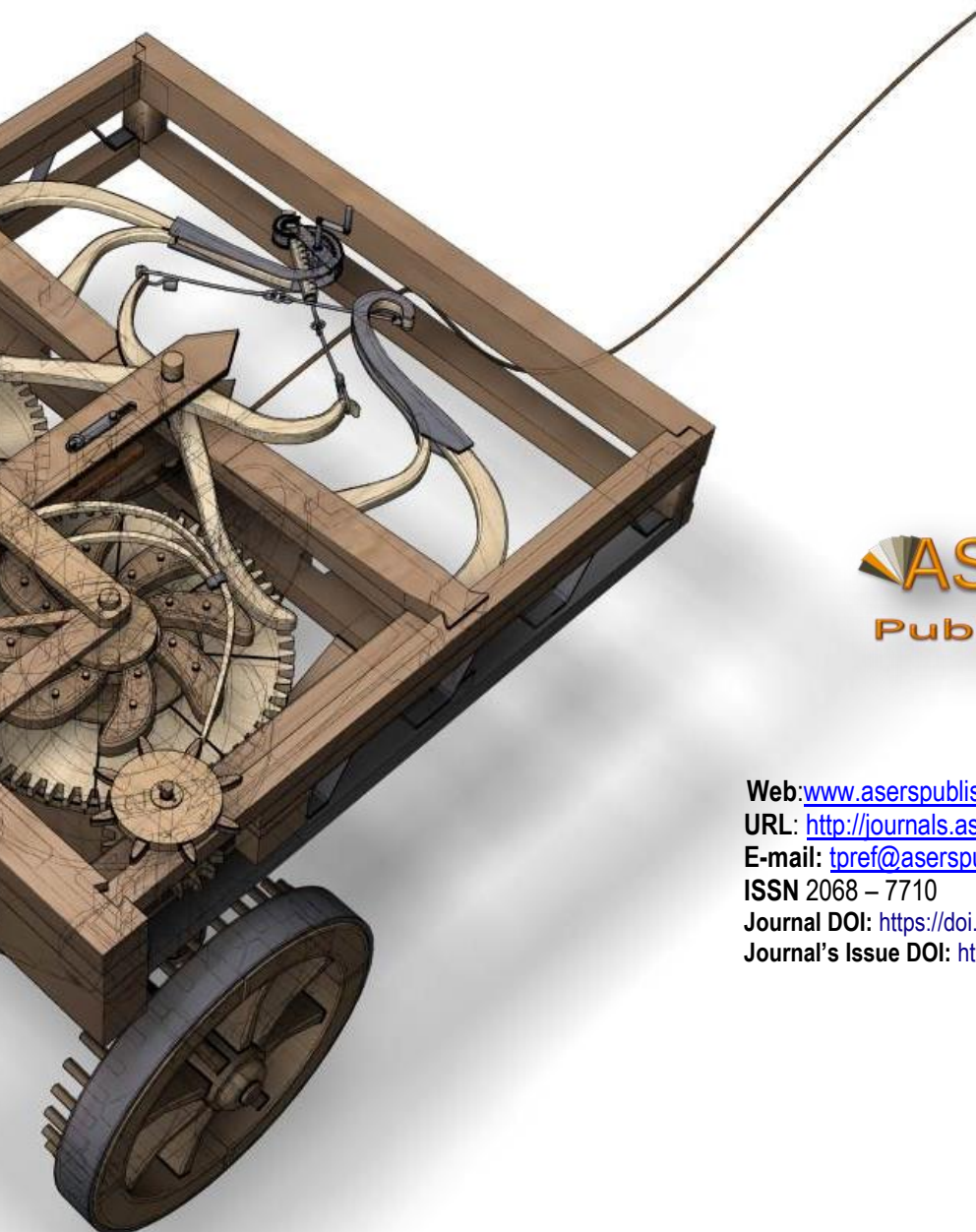
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