

SPORT ORGANIZATIONS AS ENTREPRENEURIAL STRUCTURES: RISKS AND DEVELOPMENT ASSESSMENT

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Abstract. *Development of the sport industry in Russia is quite difficult, although there are a large number of opportunities and prerequisites for the implementation of entrepreneurial initiatives in this area. This study examines the specifics of the development of sport organizations as entrepreneurial structures through the example of Russia. This is due to the fact that for a long time, sport in Russia was developing as a social phenomenon, and only a couple of decades ago entrepreneurial initiatives began to penetrate this area.*

The research is based on the works of researchers in the field of sport and sport management, risks, as well as analytical reports of leading consulting agencies. The methodological basis of the study is the theory of effectuation and risk theory.

The aim of the study is to develop management mechanisms for sport organisations to increase their entrepreneurial activities and competitiveness. The object of the study is Russian sport organisations that can actually or potentially carry out entrepreneurial activities. The sports organizations entrepreneurial potential and the mechanisms for its formation and use are the subject of the study.

The novelty of the study consists in the concept of entrepreneurial-oriented activity of sports organizations, including peculiarities of development of sports organizations as entrepreneurial structures, model of their life cycle and determination of entrepreneurial risks, main blocks of system of management. The authors' study "Entrepreneurial activity in sports" made it possible to identify the main barriers and risks to the development of sports organizations, to determine entrepreneurship as an additional financial source for the activities of sports organizations.

The main results of the study are the development of a risk-based approach to the development of entrepreneurial initiatives of sport organisations. The scope of application of the results obtained is determined by the opportunities for the development of entrepreneurship in the field of sport.

Keywords: *sport, entrepreneurship, sport entrepreneurship, competitiveness, risks, risk-based approach, life cycle of a sport organisation.*

Cite as: Orlova, L. N., Ostroukhov, S. A., Sizova, Yu. S. (2022) [Sport organizations as entrepreneurial structures: risks and development assessment]. *Intellect. Innovacii. Investicii* [Intellect. Innovations. Investments]. Vol. 4, pp. 61–71, <https://doi.org/10.25198/2077-7175-2022-4-61>.

СПОРТИВНЫЕ ОРГАНИЗАЦИИ КАК ПРЕДПРИНИМАТЕЛЬСКИЕ СТРУКТУРЫ: РИСКИ И ОЦЕНКА РАЗВИТИЯ

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Аннотация. Становление и развитие спортивной индустрии в России происходило и происходит достаточно сложно. При этом спорт всегда был неотъемлемой частью общественной жизни, а также складывались предпосылки для развития предпринимательских инициатив. Это обусловлено тем фактом, что долгое время в России спорт развивался как общественное явление, и лишь пару десятилетий назад предпринимательские инициативы стали проникать в эту сферу. Представленное исследование рассматривает особенности функционирования спортивных организаций в России с точки зрения возможностей предпринимательства.

Основу исследования составили труды исследователей в области спорта и спортивного менеджмента, рисков, а также аналитические доклады ведущих консалтинговых агентств. Методологическую основу исследования составляют теория эффектуации и теории рисков.

Разработка механизмов управления с учетом специфики спортивных организаций, направленных на повышение уровня их предпринимательской активности и конкурентоспособности, является целью исследования. Объектом исследования выступают российские спортивные организации, которые реально или потенциально могут осуществлять предпринимательскую деятельность. Предпринимательский потенциал спортивных организаций и механизмы его формирования и использования являются предметом исследования.

Новизна представленного исследования заключается в разработке концепции предпринимательски-ориентированной деятельности спортивных организаций, включающую в себя особенности развития спортивных организаций как предпринимательских структур, модель жизненного цикла спортивной организации, определение рисков предпринимательской деятельности, основные компоненты системы управления спортивными организациями. В ходе проведения авторского исследования были выявлены основные барьеры и риски развития спортивных организаций, предпринимательство было определено в качестве дополнительного финансового источника деятельности спортивных организаций.

Основные результаты исследования заключаются в разработке риск-ориентированного подхода к развитию предпринимательских инициатив спортивных организаций. Область применения полученных результатов определяется возможностями развития предпринимательства в сфере спорта.

Ключевые слова: спорт, предпринимательство, спортивное предпринимательство, конкурентоспособность, риски, риск-ориентированный подход, жизненный цикл спортивной организации.

Для цитирования: Orlova, L. N., Ostroukhov, S. A., Sizova, Yu. S. (2022) [Sport organizations as entrepreneurial structures: risks and development assessment]. *Интеллект. Инновации. Инвестиции* [Intellect. Innovations. Investments]. Vol. 4, pp. 61–71, <https://doi.org/10.25198/2077-7175-2022-4-61>.

Introduction

It is interesting to study the specifics of the development of sport organizations as entrepreneurial structures through the example of Russia, as for a long time in Russia, sport developed as a social phenomenon and only a couple of decades ago entrepreneurial initiatives began to penetrate this sphere. The modern economy is a platform for the development of sports entrepreneurship. We can observe an increase in the number of sports organizations receiving income from entrepreneurial activities, the development of sports industry services.

The sports industry of Russia has a rather difficult development path. Although there are opportunities for the implementation of entrepreneurial ideas and business. Major sporting events, such as the 2014 Winter Olympics in Sochi, the 2018 FIFA World Cup, the various Universiades, etc. created a favourable image not only for the country, but also for the sport industry. At the new stage of development of the sport economy, major changes are also needed. The state system has made a significant contribution to the development of sport in Russia, and now it is necessary to provide an opportunity for private business to make this contribution. The modern sport business is faced with such tasks as: implementation of marketing policy, creation

of brands, promotion via the Internet and mass media, creation of a club atmosphere, etc.

The aim of the study is to develop management mechanisms for sport organizations to boost their entrepreneurial activities and competitiveness.

The main theories of modern entrepreneurship in the conditions of risk and uncertainty are considered at the beginning of the study, the positions of modern scientists on the development of entrepreneurship in sport are highlighted, the main trends and threats to the development of sport and sport entrepreneurship are identified. Further, the author's features of the functioning of sport organisations in modern conditions are proposed, the main risks of sport entrepreneurship at different stages of the life cycle of a sport organization are marked out. The authors also present the results of their own research on the factors influencing the development of entrepreneurial initiatives of sport organizations. As a debating point, the authors propose to discuss the main blocks of the management system of sport organizations, that together represent a dualistic model of value creation. The model contains the following elements: main resources and business processes, main indicators for all stages of the value chain. The conclusion contains some recommendations on how to

increase competitiveness and entrepreneurial activity of sports organizations.

Materials and methods

The research is based on the works of researchers in the field of sport and sport management, risks, as well as analytical reports of leading consulting agencies.

The methodological basis of the study is the theory of effectuation and risk theory. The theory of effectuation was proposed by Sarasvathy S. D. It contains a special principle of entrepreneurial thinking. You have to use existing resources to obtain possible effects. That is, the main ones are resources, not the goals of the organization [15]. The theory of effectuation arose on the basis of K. Weick's concept of embodiment, F. Knight's theory of uncertainty and the theory of ambiguity of goals by J. March. The main idea of Weick's concept is to form a structure under the influence of various factors. The main ideas of Knight's and March's theories take into account uncertainty, intuition and experience in decision-making. Relating to the development of sport organizations, these theories are used to assess risks and development based on available resources. P. Drucker's works were used to assess the risks of sports organizations. He considered all business risks from the point of view of turning them into opportunities [4]. The risks of the modern stage of development were considered in the works of I. Adizes [1], A. Ilyin, L. Orlova, Yu. Sizova [14]. Behavioral and cultural risks were considered in the proceedings by D. Kahneman [7], L. Leontieva, V. Shkarina [10].

In Russia, a large number of researchers are engaged in the development of entrepreneurial initiatives and state regulation of sport and sport entrepreneurship: S. Altukhov, V. Ageev, A. Guttman, A. Ilyin, V. Lednev, O. Kokoulina, V. Nishukov, A. Orlov, S. Ostroukhov and other.

The problems of commercialisation of entrepreneurial initiatives, the realisation of economic potential are considered in the works of A. B Ilyin, L. N. Orlova, S. A. Ostroukhov [13]. These authors note that sport and business have similar goals: to win in a competitive environment. Entrepreneurial activities allow sport organizations to be and remain competitive in the fight for athletes, resources, and spectators. As an object of entrepreneurship, A. B Ilyin considers Formula 1 as a global entrepreneurial structure functioning as a private business [6]. In research of V. A. Lednev [9], attention is paid to the creation of an entertainment product by sport organizations, its promotion and popularisation. The works of V. S. Igoshin, A. V. Orlov [5], S. V. Altukhov, S. I. Ageev [2] identifies the opportunities and threats of the development of sport as such, the directions of state regulation of this sphere and the development of public and private initiatives, the development of football as one of the promising areas of commercialisation.

Considering the nature of sport in the historical and socio-cultural context, we can highlight the following points. The formation of modern sport has been under way for about 150 years, from the beginning of the 18-th up to the end of the 19-th centuries. Sport is a form of non-utilitarian physical competition. The traditional interpretation is that sport is part of physical culture. Sport is also a method of physical education. Physical education includes preparation for competitions, competitions themselves, and comparative assessment of a person's potential. But modern sport cannot be considered only as a physical category. It is a socio-economic category, characterizing the economic formation. Sport often even reflects political changes in society. Therefore, we can distinguish between narrow and broad approaches to the definition of sport. In the narrow sense, sport is "the organized activity of athletes, including the comparison of their physical and/or intellectual abilities," and the Olympic Movement is its highest expression. In the broad sense, sport is a set of interrelated sports and spectator events, as well as all the processes associated with them [11].

Some researchers consider sport from the position of economic systems theory. Thus, A. Guttman associates sport with the organization of production models [3]. For example, in the Stone Age, the survival of a society depended on the physical characteristics of its members. Physical exercise, in fact, represented production processes. In the Middle Ages, sport represented the interests of feudal lords. Hunting and fishing, knightly tournaments – these are examples of sports entertainment of the ruling medieval elite. Wrestling, stick fights and races are examples of peasant medieval sports. In Russia we see such examples as fist fights. They were aimed at keeping physically fit to perform hard work.

The capitalist society class divide also led to the differentiation of sport. At this time, elite and mass sport emerged. Elite sport aims at developing the leadership qualities of the ruling strata. Mass sport performs a somewhat different function of socialization. It teaches subordination and obedience to authority. Examples of elite sports are tennis, sailing, polo, and golf. Mass sports, as a rule, are team sports – soccer, baseball. They involve "youth into the routine of the industrial system and help displace potentially revolutionary power from the realm of politics" [3]. The widespread commercialization of sport is a response to changing human behavior. Viewing human behavior through the lens of a succession of market transactions is reflected in sport. Sport becomes a realm of profit and loss. Amateur sports derive their revenues from ticket sales. Professional sports also earn income from entrepreneurial activities (transferring athletes, advertising, selling paraphernalia, etc.). The USSR and DPRK sport had slightly different development pathways. Sport is a means of socialization and performs a recreational function. But it also becomes a factor of

national and economic productivity [8].

Empirical research on the development of the sport industry is regularly conducted by Pricewaterhouse

Coopers. In the period up to 2015, the average annual increase of income from sport organisations was 3.7% (Table 1).

Table 1. Dynamics of changes in the income of sport organisations

Index/year	2006	2007	2008	2009	2010
Global revenues of sport organisations, in million dollars	107516	111934	120760	112489	118690
Growth rate in % compared to the previous year	121.1	104.11	107.89	93.15	105.51
Index/year	2011	2012	2013	2014	2015
Global revenues of sport organisations, in million dollars	121391	129929	130164	146469	145341
Growth rate in % compared to the previous year	102.28	107.03	100.18	112.53	99.23

Source: *Changing the game. Outlook for the global sport market to 2015*. URL: <https://www.pwc.com/gx/en/hospitality-leisure/pdf/changing-the-game-outlook-for-the-global-sports-market-to-2015.pdf> (accessed: 23.12.2021)

According to a pre-pandemic PWC study, the sport industry (globally) was developing as follows: over the next 3–5 years, the sport industry market was projected to grow by 7.0% annually, with cybersport, football, basketball, mass sport, martial arts, rugby, American

football, cycling, tennis and rugby among the leading sport in this sector. That said, the growth rate of the sport industry was expected to slow down somewhat in the coming years. Figure 1 shows the growth rates of individual components of the sport industry.

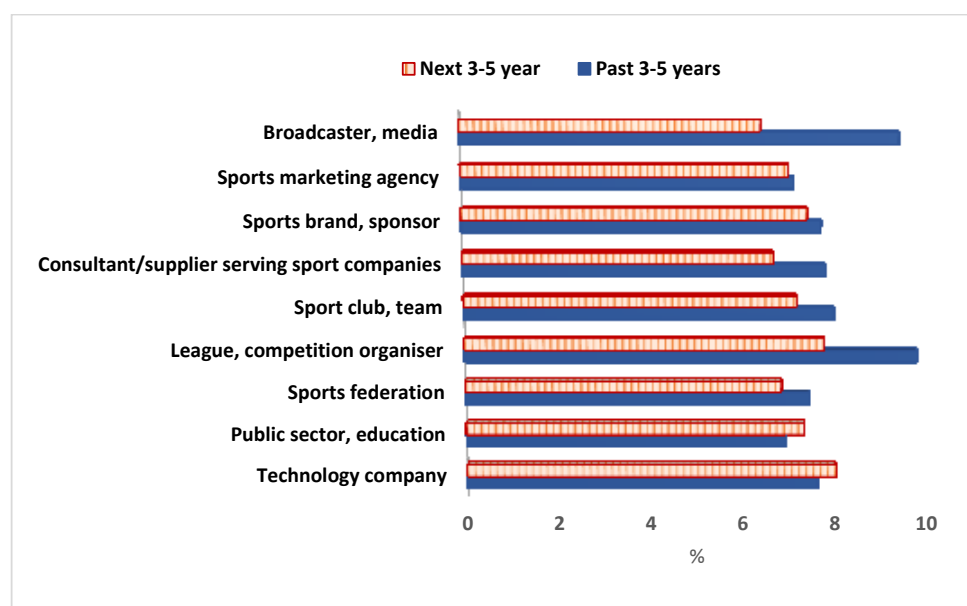


Figure 1. Estimated growth of different areas of activity in the sport industry (annual percentage growth in the next 3–5 years)

Source: *Trust Technologies* URL: <https://www.pwc.ru/ru/sports/pwc-sports-2018.pdf> (accessed: 23.12.2021)

Among the main threats to the sport industry, PWC experts single out changes in consumer behaviour among the younger generation, the development of other entertainment formats, a decline in willingness to pay for the consumption of sport content, a lack of trust in regulated

organisations, and the existence of pirated broadcasts. S. A. Ostroukhov [12] believes that the low integration of Russian sport organizations in economic processes as full-fledged participants of entrepreneurship is one of the problems of development at the present stage.

The year 2020 has also made its own adjustments in the development of the sport industry. A PWC study predicts that the impact of the coronavirus pandemic will slow the average annual growth rate of the sport industry down to 3.3% over the next three to five years. Figure 2 shows experts' responses to the question of how well sport was prepared for the crisis caused by the COVID-19 pandemic.

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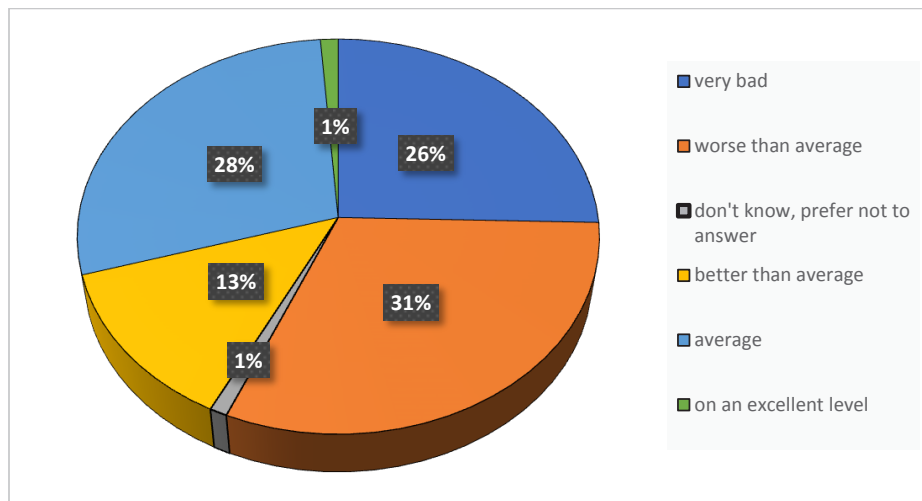


Figure 2. Readiness of sport organisations for the crisis

Source: Sports Industry: Reboot URL: <https://www.pwc.ru/publications/sport-survey-2020.pdf> (accessed: 23.12.2021)

Among the main threats, experts highlight the impact of the current situation on health and safety, the lack of resources for investment and innovation, and the dominance of IT giants in content distribution. According to experts, growth opportunities include improving the user experience in digital media, creating and monetising digital inventory, and innovations in packaging and distribution of media rights.

Results

Sport is both a social and an economic phenomenon. Only this format allows us to consider the so-

cial mission of sports and the mission to create new products and services. The social function is to popularize a healthy lifestyle, increase the culture of sporting events. Demand for new sports products and related services increases during mass sports events. Social function is primary. But for the sports organizations development entrepreneurial activity is also necessary. And if social function is not fully realized, then entrepreneurial activity is difficult [12].

The specific features of the functioning of sport organizations under current conditions are presented in figure 3.

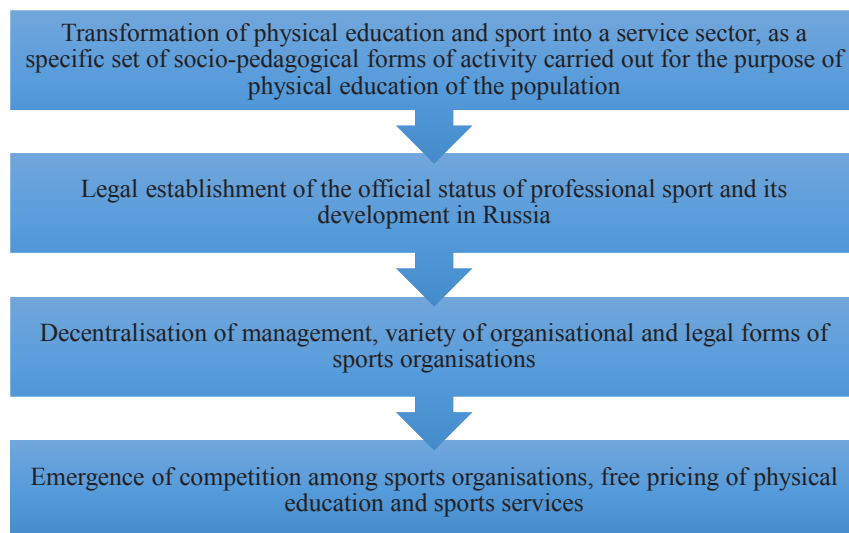


Figure 3. Characteristics of the development of sport organisations as entrepreneurial structures in Russia

Source: compiled by the authors

Sport and business have similar goals: to win in a competitive environment, to gain respect, to fulfil oneself.

The authors developed their own questionnaire and conducted a study “On the risks and opportunities of the sports business.” The questionnaire contains 15 questions. Questions are addressed to heads of sports organizations, athletes and interested persons. The purpose of the questionnaire is to find out whether sports organizations can be entrepreneurs. Some results of the study are presented in this article. In our study, we tried to meet all the requirements of small sample represen-

tativeness. The survey was attended by 112 respondents – heads of sports organizations.

One of the main questions was “can sport organizations engage in entrepreneurial activities?” 86% of respondents said yes. As supporting arguments, they said that this entrepreneurial activity helps sports develop. The question about the need for state support was also answered positively by 86% of respondents. This confirms our hypothesis about entrepreneurial-oriented activities of sports organizations performing a social mission.

Reputational and professional risks were identified as the main entrepreneurial risks (Figure 4).

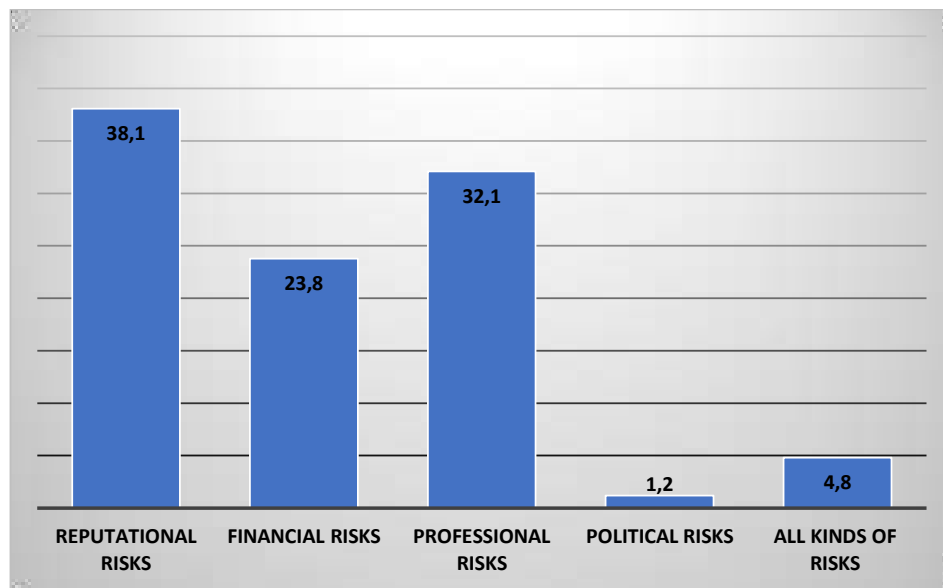


Figure 4. Questionnaire results on the question «What risks does a sport organisation face when doing business?»

Source: authors' own research

At the same time, most respondents believe that a sports organization cannot exist solely due to its entrepreneurial activities. Entrepreneurial activity is an additional source of income. 62% of respondents think so. Additional income should be directed to the development of sports organization and sports.

The main sources of entrepreneurial income are master classes and ticket sales for sport competitions and events. However, other types of entrepreneurial activities are also considered as possible by respondents. Additional revenues included commercialisation of intellectual property rights and sport broadcasting.

The respondents were also asked to assess the factors that most affect the ability to conduct business and entrepreneurial activities. The factors were assessed on a negative – neutral – positive scale. “Neutral” corresponds to a score of 0, the degree of negative influence was assessed on a scale of –1, –2, –3; the degree of positive influence was assessed on a scale of +1, +2,

+3. The weighted average estimates of the factors are shown in Figure 5.

It can be argued that entrepreneurship helps sports organizations be competitive. What is the competitiveness of a sports organization? It is the ability to compete for the best athletes, for spectators, for resources.

The life cycle of a sports organization has its own peculiarities. On the one hand, it represents changes in the activity of the organization over time. On the other hand, the life cycle occurs in parallel with the athletes' activity cycle. The activity cycle of the athlete is oriented to the Olympic business cycle. The athlete's cycle is five years (4 years – the period between the Olympics + 1 year (pre-Olympic). The pre-Olympic period forms the “groundwork” for the next business cycle. As we have already noted, the life cycle of a sports organization and an athlete's activity cycle occur in parallel. At any stage of the lifecycle the organizations should provide maturity and high activity of the athlete (Figure 6).

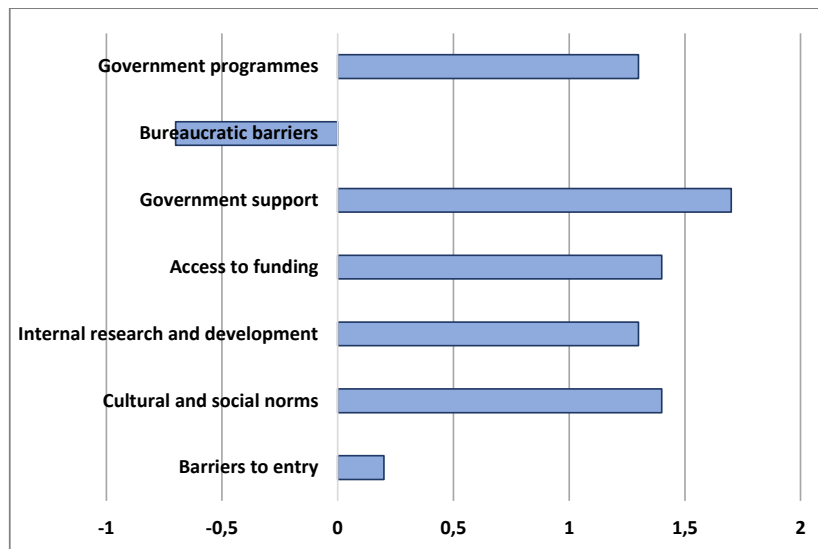


Figure 5. The degree of influence of factors
Source: authors' own research

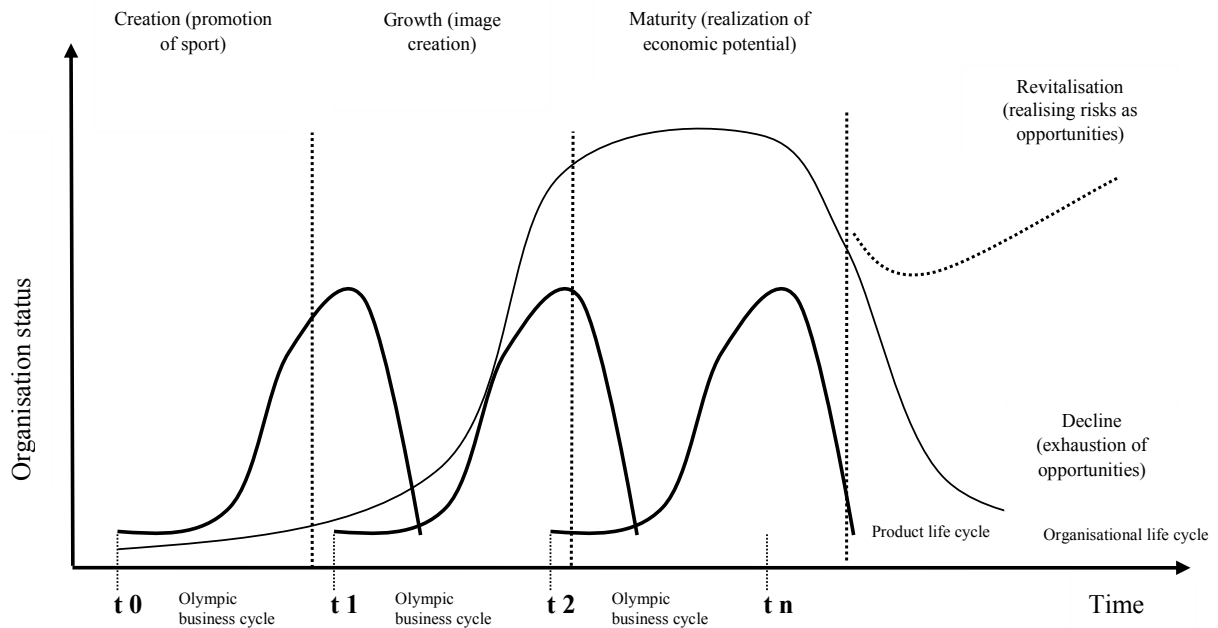


Figure 6. Life cycle of a sport organization and a life cycle of the product of a sport organization
Source: compiled by the authors

Life cycle stages help identify both development risks and business opportunities. If we know at what stage in the organization's life cycle, we can ensure its continued effective existence and reduce risks. As you know, risk is the possibility of conditions that can lead to adverse consequences. But risk also helps to see and exploit opportunities.

Based on the existing classifications of risks and uncertainties [4], the authors systematised the risks of entrepreneurial activities of sport organizations (Figure 7).

Thus, highlighting the risks of entrepreneurial activities at each stage of the life cycle not only allows to

minimise them, but also to realise new opportunities.

For the activities of sport organizations, it is also advisable to separate the concepts of effect, result, efficiency and effectiveness, as it is the ratio of efficiency and effectiveness that builds the management system of a sport organization, aimed at sustainable development and the formation of competitive advantages. The basis of the criteria for the categories discussed above is presented in Figure 8.

For different forms and types of sports organizations, relevant management mechanisms are needed. This is due to the fact that the social and economic

components in different types of organizations are manifested in different ways. For example, for organizations of children’s sports, a social function comes to the fore. And for organizations producing sports equipment – economic. Therefore, it is very important to maintain a balance in management methods, to perform each function not to the detriment of the other.

Discussions

By their socio-economic nature, sport organizations are currently implementing a dualistic model of value creation, expressed in the simultaneous realisation of

both financial and fiduciary (trust) components of strategic development (Figure 8).

It should be noted that no single element of the business model in isolation can create sustainable competitive advantage. Only the combination of all elements creates a unique customer value and competitive advantage for the sport organization.

The combination of economic and social mechanisms are the main tools for managing sports organizations. Only sharing them gives an advantage and increases competitiveness.

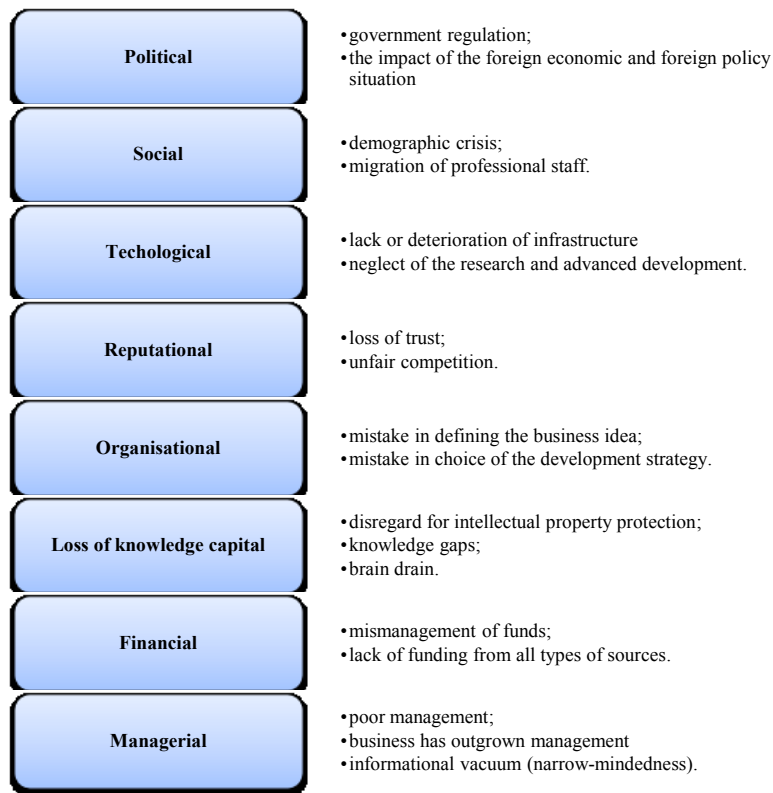


Figure 7. Risks of the sport organizations entrepreneurial activities

Source: compiled by the authors

Result	Effect	Effectiveness
<ul style="list-style-type: none"> • The consequence of any managerial influence, expressed in qualitative or quantitative indicators • Number of sport achievements (including high-level ones) • number of sport achievements, number of spectators; number of coaches of the highest category; number of best practices applied 	<ul style="list-style-type: none"> • The difference between the result achieved (expressed in monetary terms) and the costs incurred to achieve it • Absolute use of the resources needed (attracted) to achieve results • profit; sponsorship support; budget financing 	<ul style="list-style-type: none"> • Comparison of actual and planned results • Relative expression of the implementation of the set goals in the field of sport achievements • the number of actual sport achievements in relation to the planned one; average salary of the coaching staff in relation to the industry average; resource capacity of the applied technologies

Figure 8. Indicators of the result, effect, effectiveness and efficiency of sport organizations

Source: compiled by the authors [12]

Conclusion

In conclusion, we should note some ideas. There are some parallel processes: economic, social and sport. Commercialization and differentiation of sports are the main features of modern society. Through increased labour productivity, sport is an additional source of commercialisation and has a positive effect on the state's economy as a whole.

Despite the diversity of organisational forms, sport industry organizations should be social entrepreneurs, and commercial activities should be a source of additional income, which, in turn, should be directed towards the development of the organization. Sport organizations are nowadays called upon to solve not only the problems of social development but also purely economic issues, and it is crucial to keep in mind that

sport is an integral part of society.

Considering sport organizations as entrepreneurial structures allows us to identify and assess the factors that facilitate or hinder their development and to assess the specifics of doing business. The following conclusions were drawn from the research "Entrepreneurial activities in sport": more than 80% of the respondents identified not only the possibility, but also the need for sport organizations to conduct entrepreneurial activities, identifying entrepreneurship as an additional source of satisfying financial needs. Government support, access to funding, cultural and social norms, and internal research and development were identified by respondents as key enablers of entrepreneurial initiatives.

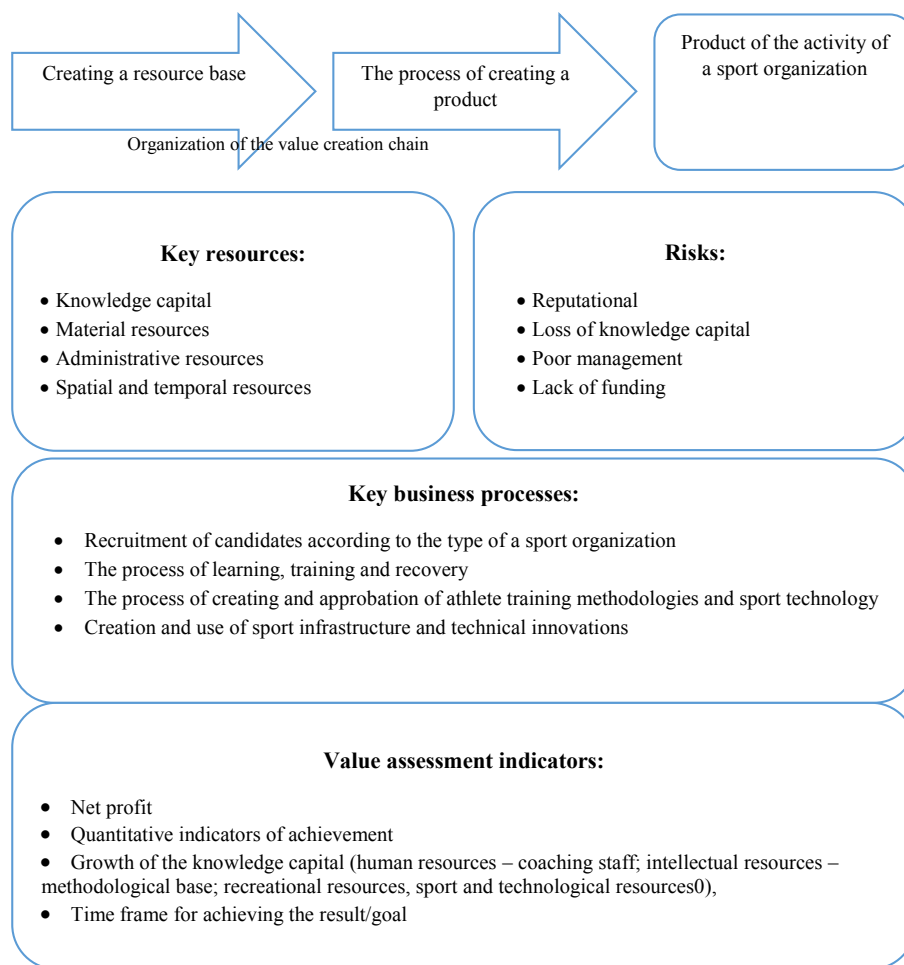


Figure 8. Main building blocks of a management system for sport organizations
 Source: compiled by the authors

As part of the presented research, the role of sport in the development of the country's economy and peculiarities of the formation of sport organizations as entrepreneurial structures at different stages of historical development were identified; the factors and risks determining the possibilities of realisation of entrepre-

neurial potential at different stages of the life cycle and the sustainability of the competitive positions of sport organisations were identified. The competitiveness of a sport organization is determined by its ability to compete for the athlete as an end product, for resources and for the spectator. The competitiveness of a sport orga-

nization should take place in a competitive environment that ensures the implementation of its main goals and objectives. The competitive environment is a catalyst for the development of the entrepreneurial potential of sport organizations.

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The paper was submitted: 06.04.2022.

Accepted for publication: 15.06.2022.

The authors have read and approved the final manuscript.

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Вклад соавторов:

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Остроухов С. А. – 34 %

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Статья поступила в редакцию: 06.04.2022; принята в печать: 15.06.2022.

Авторы прочитали и одобрили окончательный вариант рукописи.